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Source of Community Leaders Series

Janice Rivers Kittredge

VOLUNTEER AND EMPLOYMENT CAREERS: UNIVERSITY OF CALIFORNIA, BERKELEY;
SAVE SAN FRANCISCO BAY ASSOCIATION, 1964-1998

Interviews Conducted by
Malca Chall
in 1998-1999

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Since 1954 the Regional Oral History Office has been interviewing leading participants in or well-placed witnesses to major events in the development of northern California, the West, and the nation. Oral history is a method of collecting historical information through tape-recorded interviews between a narrator with firsthand knowledge of historically significant events and a well-informed interviewer, with the goal of preserving substantive additions to the historical record. The tape recording is transcribed, lightly edited for continuity and clarity, and reviewed by the interviewee. The corrected manuscript is indexed, bound with photographs and illustrative materials, and placed in The Bancroft Library at the University of California, Berkeley, and in other research collections for scholarly use. Because it is primary material, oral history is not intended to present the final, verified, or complete narrative of events. It is a spoken account, offered by the interviewee in response to questioning, and as such it is reflective, partisan, deeply involved, and irreplaceable.

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Save San Francisco Bay
Association staff

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Interviewed 1998-1999 by Malca Chall, Regional Oral History Office,
The Bancroft Library, University of California, Berkeley.

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PREFACE

On the occasion of the 50th anniversary of our graduation from the University of California at Berkeley, the Class of 1931 made the decision to present its alma mater with an endowment for an oral history series to be titled "The University of California, Source of Community Leaders." The Class of 1931 Oral History Endowment provides a permanent source of funding for an ongoing series of interviews by the Regional Oral History Office of The Bancroft Library.

The commitment of the endowment is to carry out interviews with persons related to the University who have made outstanding contributions to the community, by which is meant the state or the nation, or to a particular field of endeavor. The memoirists, selected by a committee set up by the class, are to come from Cal alumni, faculty, and administrators. The men and women chosen will comprise an historic honor list in the rolls of the University.

To have the ability to make a major educational endowment is a privilege enjoyed by only a few individuals. Where a group joins together in a spirit of gratitude and admiration for their alma mater, dedicating their gift to one cause, they can affect the history of that institution greatly.

The oral histories illustrate the strength and skills the University of California has given to its sons and daughters, and the diversity of ways that they have passed those gifts on to the wider community. We envision a lengthening list of University-inspired community leaders whose accounts, preserved in this University of California, Source of Community Leaders Series, will serve to guide students and scholars in the decades to come.

Lois L. Swabel
President, Class of 1931

William H. Holabird
President, retired, Class of 1931

Harold Kay, M.D.,
Chairman, Class of 1931 Gift Committee

September 1993
Walnut Creek, California

UNIVERSITY OF CALIFORNIA, SOURCE OF COMMUNITY LEADERS SERIES

January 2001

Robert Gordon Sproul Oral History Project. Two volumes, 1986.

Includes interviews with thirty-four persons who knew him well: Horace M. Albright, Stuart LeRoy Anderson, Katherine Connick Bradley, Franklin M. "Dyke" Brown, Ernest H. Burness, Natalie Cohen, Paul A. Dodd, May Dornin, Richard E. Erickson, Walter S. Frederick, David Pierpont Gardner, Marion Sproul Goodin, Vernon L. Goodin, Louis H. Heilbron, Robert S. Johnson, Clark Kerr, Adrian A. Kragen, Mary Blumer Lawrence, Stanley E. McCaffrey, Dean McHenry, Donald H. McLaughlin, Kendric Morrish, Marian Morrish, William Penn Mott, Jr., Herman Phleger, John B. deC.M. Saunders, Carl W. Sharsmith, John A. Sproul, Robert Gordon Sproul, Jr., Wallace Sterling, Wakefield Taylor, Robert M. Underhill, Eleanor L. Van Horn, Garff B. Wilson, and Pete Yzaguirre.

Bennett, Mary Woods, class of '31, A Career in Higher Education: Mills College 1935-1974, 1987.

Bridges, Robert, class of '30, Sixty Years of Legal Advice to International Construction Firms; Thelen, Marrin, Johnson and Bridges, 1933-1997, 1998.

Browne, Alan K., class of '31, "Mr. Municipal Bond": Bond Investment Management, Bank of America, 1929-1971, 1990.

Coliver, Edith, class of '43, foreign aid specialist (in process).

Cubie, Grete W. (Frugé), class of '35, A Career in Public Libraries and at UC Berkeley's School of Librarianship, 1937-1975, 2000.

Dettner, Anne DeGruchy Low-Beer, class of '26, A Woman's Place in Science and Public Affairs: 1932-1973, 1996.

Devlin, Marion, class of '31, Women's News Editor: Vallejo Times-Herald, 1931-1978, 1991.

Foster, George M., class of '35, Ph.D. '41, An Anthropologist's Life in the Twentieth Century: Theory and Practice at UC Berkeley, the Smithsonian, in Mexico, and with the World Health Organization, 2000.

Foster, Mary LeCron, Ph.D. '65, linguist on symbolism in culture and language (in process).

Hassard, H. Howard, class of '31, The California Medical Association, Medical Insurance, and the Law, 1935-1992, 1993.

- Hedgpeth, Joel W., class of '33, Marine Biologist and Environmentalist: Pycnogonids, Progress, and Preserving Bays, Salmon, and Other Living Things, 1996.
- Heilbron, Louis H., class of '28, Most of a Century: Law and Public Service, 1930s to 1990s, 1995.
- Hoadley, Walter, B.A. '38, M.A. '40, Ph.D. '46, Business Economist, Federal Reserve System Director, and University of California Regent, 1938-2000, 2000.
- Kay, Harold, M.D., class of '31, A Berkeley Boy's Service to the Medical Community of Alameda County, 1935-1994, 1994.
- Kittredge, Janice, class of '47, Volunteer and Employment Careers: University of California, Berkeley; Save San Francisco Bay Association, 1964-1998, 2000.
- Koshland, Daniel E., Jr., class of '41, professor of microbiology (in process).
- Kragen, Adrian A., class of '31, A Law Professor's Career: Teaching, Private Practice, and Legislative Representative, 1934 to 1989, 1991.
- Lin, T. Y., M.S. '33, professor of structural engineering (in process).
- Peterson, Rudolph A., class of '25, A Career in International Banking with the Bank of America, 1936-1970, and the United Nations Development Program, 1971-1975, 1994.
- Reynolds, Flora Elizabeth, M.A. '35, "A Dukedom Large Enough": Forty Years in Northern California's Public and Academic Libraries, 1936-1976, 2000.
- Schwabacher, James H., Jr., class of '41, music teacher and patron of arts (in process).
- Stripp, Fred S., Jr., class of '32, University Debate Coach, Berkeley Civic Leader, and Pastor, 1990.
- Torre, Gary, class of '41, Labor and Tax Attorney, 1949-1982; Sierra Club Foundation Trustee, 1968-1981, 1994-1998, 1999.
- Trefethen, Eugene E., class of '30, Kaiser Industries, Trefethen Vineyards, the University of California, and Mills College, 1926-1994, 1997.

INTERVIEW HISTORY--Janice Kittredge

Janice Kittredge, a long-time employee of Save San Francisco Bay Association, was in a position to know well the history of one of the Bay Area's significant environmental organizations. The first employee of Save the Bay, she had, during thirty-four years with the organization, performing many central office tasks, seen it grow from a one-person staff, under the direction of its three founding members, to its current size with a large staff of specialists, an executive director, an office, and all the problems which growth entails.

The Regional Oral History Office had documented the early history of Save the Bay through an oral history with its three founders, Catherine Kerr, Esther Gulick, and Sylvia McLaughlin, who vividly recalled its evolution from its origins in 1961 up to 1986. At that time they realized that they could no longer, by themselves, handle the organization's increasing tasks. To maintain its momentum, they decided to hire an executive director and establish a stronger internal structure. Thereafter, Save the Bay grew in size, the range of its commitment, and its influence throughout the Bay Area and California.

Sylvia McLaughlin, in mid-1998, suggested an oral history with Janice Kittredge to Willa Baum, director of ROHO. Janice had recently retired and was terminally ill with interstitial pulmonary fibrosis. Because she had a sharp mind and an exceptional memory, Mrs. McLaughlin was eager to have Janice fill in details not covered by the founders and bring the history of Save the Bay up to date.

Janice was pleased to be invited to talk about Save the Bay; once the initial funds became available we began the interviews. Janice was confined to her bed on the upper floor of her home on Grizzly Peak Boulevard in Berkeley. She was breathing oxygen, the amount of which increased during the three months we worked together. Despite her lack of energy to get up and move about, she sat straight up in bed as if at her desk. The bed was covered with newspapers and magazines; a radio, phone, books, and the television were near at hand. While we were interviewing, her husband Craig took the opportunity to do errands; otherwise he remained in the home within calling distance. So, we began.

I set up the tape recorder on a chair, the microphone on the bed, and my notes on my lap. Janice had already contacted Save the Bay for information to prod her memory. She didn't need much, for she had incredible recall: office addresses, board members and board meetings, bylaws and amendments, staff members, volunteers, changing methods of record keeping and mass mailings. She talked clearly and with more

strength in her voice than one would have thought possible. Occasionally she would cough and we would stop briefly. We usually recorded for two hours. By that time, or earlier, Janice was tired, but she always wanted to continue. She was well aware of her unique place in the history of Save the Bay--the person with the institutional memory, who had the longest record of employment in the organization. She was eager to document as complete and correct an oral history as possible.

Because I had interviewed the founders, I knew the background of the organization. I went to Save the Bay's office and, as I had done before, read minutes of the board meetings, annual reports, and other useful material. This information provided questions about Save the Bay to which Janice responded. We recorded five hours (October 15, October 21, and December 3, 1998) obtaining her insights about the structure of the organization, and about the volunteers and staff members who created and have sustained it over the years. This history is covered in chapters I and II. We had originally envisioned interviewing long-time board members about some of the critical events in the history of Save the Bay, but Sylvia McLaughlin and I decided that the stories would be available in the archives of the organization, which, along with Mrs. McLaughlin's papers, will be deposited in The Bancroft Library.

After a hiatus of one month for the Christmas holidays, during which time the Kittredges' son John was married, we resumed our interviews. In three and one-half hours (January 6, January 13, 1999), we found out why Janice is well known for her untiring volunteer activities with the University of California Alumni Association, with Prytanean Honor Society alumnae, and within the Berkeley community. We concentrated on Janice's life growing up in Berkeley, attending the University of California during World War II, editing the *Blue and Gold*, joining the Prytanean Honor Society, and her many other fascinating memories of the city of Berkeley and the university. We learned about her career in advertising after her graduation, her marriage to Craig Kittredge, her three children, and the volunteer activities which accompanied motherhood, and her continuing assistance to the university alumni. One gains an appreciation for her sensitivity, her common sense, and her commitment to her several communities which were the driving impulses behind this consummate volunteer. This biographical data is covered in chapters III, IV, V.

Janice died three weeks after our final interview. Because she did not review the transcript, Sylvia McLaughlin, while preparing her eulogy for Janice's memorial service, carefully reviewed it and made corrections. The eulogy is in the appendix. Retired University of California archivist, James R. K. Kantor, reviewed the entire transcript, for which I am deeply grateful. His unsurpassed knowledge of the history of Berkeley, the university and its faculty, was particularly helpful with chapters related to the university.

I also thank the individuals and organizations whose grants made possible this important oral history.

The Regional Oral History Office was established in 1954 to augment through tape-recorded memoirs the Library's materials on the history of California and the West. Copies of all interviews are available for research use in The Bancroft Library and in the UCLA Department of Special Collections. The office is under the direction of Willa K. Baum, Division Head, and the administrative direction of Charles B. Faulhaber, James D. Hart Director of The Bancroft Library, University of California, Berkeley.

Malca Chall, Senior Editor

August 17, 2000
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BIOGRAPHICAL INFORMATION

(Please write clearly. Use black ink.)

Your full name (Leah) Janice Rivera Kittredge
Date of birth 3-30-26 Birthplace Oakland CA.

Father's full name Paul Stewart Rivers
Occupation Railroad Engineer Birthplace Berkeley, CA.

Mother's full name Grace Good Rivers
Occupation housewife Birthplace Bronville, Indiana

Your spouse (Harland) Craig Kittredge

Your children Lisa, Gena + John

Where did you grow up? Berkeley

Present community Berkeley

Education BA in 1947 Univ. of California, Berkeley

Occupation(s) Membership, office mgr, etc. etc. - Save SF Bay Assoc.
Sales & office for sister's childrenswear business - ^{pet} children products

Areas of expertise office & organizational,
advertising, production,

Other interests or activities reading, travel, music

Organizations in which you are active mostly UC alum groups -
Alumnae History Committee (chairman), Pythorean Alumnae,
Class secretary class of '47, Class gift committee, etc.

INTERVIEW WITH JANICE KITTREDGE

I OVERVIEW: SAVE SAN FRANCISCO BAY ASSOCIATION: OFFICES,
STAFF, AND BOARD OF DIRECTORS, 1964-1990[Interview 1: October 15, 1998] ##¹How the Alumni Hostess Committee Led to Save the Bay

Chall: As I understand it you were hired as the first employee of Save San Francisco Bay Association in 1964.

Kittredge: The fall of '64. In the Blake House interview I mentioned my great friendships with Maggie Johnston--Marguerite Johnston--who was Kay Kerr's [Mrs. Clark Kerr] social secretary.² Marguerite had a unique job and worked for the university in the president's office, so to speak--for many, many, many years. Long after the Kerrs were gone, she was still active in that job, she was still there.

Well, anyway, at this point she and Kay who were very good friends, you know, sort of batted things around a lot and I think between the two of them, they came up with the alumni hostess job, which Maggie then talked me into joining. I said in the Blake House interview that I had a three-year-old and a one-year-old and I was pregnant, so the last thing I needed was another committee. I said, I needed it like a hole in my head, but she talked me into coming out because I had not been in the Kerrs' home and the bougainvillea, which now is around the

¹## This symbol indicates that a tape or tape segment has begun or ended. A guide to the tapes follows the transcript.

²The first few minutes of this tape dealt with Janice's activities with the Alumni Hostess Committee and Blake House. Because these were detailed in her interview in the Blake House oral history volume, and copied for the appendix of this oral history, her earlier remarks have been omitted. See Blake Estate Oral History Project, Regional Oral History Office, The Bancroft Library, University of California, Berkeley, 1988.

edges of Kay's garden room, covered the entire ceiling and it was just absolutely gorgeous. And Maggie said, "Oh, come! I've been telling you about this, come and see it."

And why Kay handed me a paper and pencil when I got there and asked me to take notes--maybe it was because I was so obviously pregnant that I wasn't going to do anything else, [light laughter] or maybe Maggie had suggested, "Why don't you get Janice to write the notes."

Chall: Taking notes about what?

Kittredge: Taking notes about this very first meeting of the Alumni Hostess Committee which was in 1960. This was before Save the Bay, the alumni hostesses. So I started working closely with Kay and Maggie, too, in 1960 with this hostess committee.

Chall: And that's all volunteer, isn't it?

Kittredge: That was totally volunteer. It was a group of alumni women that took foreign visitors on tours of the campus and just in general acted as hostesses--not tour guides, primarily but as hostesses. And so I started working very closely with Kay starting in 1960, so that when in January of 1961 Kay and Sylvia [McLaughlin] and Esther [Gulick] had that first Save the Bay meeting at the Gulicks' home, and then began thinking that they would have to establish an organization of their own--I'm sure it must be in their oral history.¹

Chall: Oh, yes.

Kittredge: They held this meeting with the idea that they would get some other organization--Sierra Club or Dorothy Erskine's regional group [Citizens for Regional Recreation and Parks] or what have you--to take it on. And everybody sort of like patted them on the head and said, "Well, good luck. We don't have time to do it. We'll help, but good luck." And they first started thinking, well, they were going to have to start an organization.

So the first things that went on really were in the middle of the year, 1961. The first newsletters and things that I found were, I guess, in 1962. So from the time that I started working with Kay in 1960, Kay got totally busy with Save the Bay. And of course she and Maggie were still involved

¹Save San Francisco Bay Association, 1961-1986, Regional Oral History Office, The Bancroft Library, University of California, Berkeley, 1987.

in both Save the Bay and the Alumni Hostess Committee. Of course Kay was probably involved in a thousand other things with Clark [Kerr] being the president [of the university] in those years. So when in 1964 Esther and her husband went on sabbatical to Vienna, the volunteers were supposed to help out and do what Esther did, but that didn't work out. There weren't enough of them or they didn't know enough, or what have you. They [the ladies] decided they had to pay somebody to do it, the idea being that volunteers you can ask nicely to do things, but you can't tell them to do anything.¹ And if you pay somebody, even what I was being paid, which I think was two dollars an hour, you can tell them to do something.

And Maggie knew that I was going to look for a job as soon as John, my youngest, who was born in 1960, was in kindergarten. Well, in 1964 he was just four and so he wasn't quite in kindergarten, but that's the year that Esther went on sabbatical and when Kay was, I guess, muttering to Maggie, "Who could they get to work at that time,"--of course part time to do some stuff that needed to be done for Save the Bay until Esther got back, which was, oh, sometime in the spring of '65--Maggie suggested me. Of course Kay knew me, more especially because of the hostess committee and the work I'd done there, because after about the second year, I guess, the first or second year, I was sort of de facto chairman.

The lady that originally helped get the list of alumni together for the Alumni Hostess Committee lived in Martinez and she sort of gave up after--you know, she wasn't too interested after a while. Maybe she lived too far or what have you. So because I was home with small children, I was able to do phoning and line up other people, so I was almost just sort of elected unanimously to sort of be in charge.

So then, because I was doing that, I also sort of got put in charge of organizing meetings for our group. And then we started giving tours to our own hostesses so that they would be better prepared for taking their visitors around, and so I did that. So then for all these many, many years after that--thirty years, almost--why, I was chairman. And from time to time in our meetings, I would say, "Now, wouldn't somebody else like to be chairman?" And nobody ever volunteered. They all just said, "Oh, Janice, you do such a good job. Thanks for doing it and good-bye."

¹The three founding members of Save the Bay have always been referred to as "the ladies" by staff and volunteers.

It's pretty unusual of a group, but it was too loosely organized to say I was really even a chairman. It's just that I was the one person that kept the continuity of the meetings going and that sort of helped set up the meetings and sent out the notices, and did that sort of thing. What I'm trying to show here is the entwinement between the hostess committee which Kay started and Save the Bay which Kay also started with the two other ladies.

First Tasks on Staff of Save the Bay, 1964-1965

Kittredge: Then as you will see in Esther's little speech that Sylvia wrote for her, Esther turned out to only live down the street. She lived on Grizzly Peak as do I. I'd never met Esther before, I'd never had a class from Professor [Charles] Gulick-- I didn't take any upper division economics when I was in school--and so I met her for the first time when she and Charles came back. And fortunately, because we worked together so much, we got along very well.

And because of living where we lived, it got so that I could just do all the stuff downtown, pick up the mail, bring it to Esther, do all of that sort of thing. Then because some of the record keeping was done in her home, I could do it there because it was convenient. I did it there for many, many years.

Part of the time I did it at Esther's request, because when she had meetings, she hated to leave her husband, whose health was not good in many of those years. She felt much more comfortable if I was there working at the same time, so often I would work at her home at her request when she was at meetings with Kay and doing other Save the Bay things, simply because it made her feel more comfortable if there was somebody home for Charles.

And then, also, because Charles didn't drive, when she was away and Charles was well enough to go to his study on campus, if Esther wasn't available then I would pick him up and take him to and from campus, which was, there again, an extension of my Save the Bay job. I was doing this because Esther would have done it if she had been free, but she was busy doing something for Save the Bay. So there was a lot of entwining of my personal relationship then with both Dr. and Mrs. Gulick as an outgrowth of Kay hiring me because she knew me from the Alumni Hostess Committee when Esther was gone.

Then because we got along so well, I had a very, very close relationship with Esther.

Chall: Yes.

Kittredge: Much closer than I've ever had with Kay. But Esther and Charles were older and didn't--they had one daughter--Charles's daughter, who lived down the Peninsula, so I was fairly close to them. They also had a number of Charles's ex-students that he remained close to that came and sat with him, so to speak--babysat, they called it. Sometimes when I would pick up Esther to go to meetings, night board meetings, why, one of his students would come and stay with him so he didn't have to be alone.

Chall: Was he ill for a long time?

Kittredge: He had varying health problems. He retired, I guess, before sixty-four, or around sixty-four. And his health was not--

Chall: That's sixty-four years of age?

Kittredge: I think maybe he was not sixty-five at that time. He might have not been sixty-five. I don't really remember that, but at one point I thought that he retired early because of his health. It came and went, so I mean, he just had various things wrong with him. Fortunately his mind never went, and I was always thinking how grateful everybody was for that; however, it was a great distress to him. He kept saying that the doctors could keep you breathing but they couldn't keep you living, because he regretted so much the things that he wanted to do. Although he did a lot.

He did write that piece on Save the Bay, "The First Ten Years," that I think is a wonderful, wonderful piece.¹ It's the most thorough of anything that was written about Save the Bay, which covered that first ten years. I learned a lot about those first few years in '61 through '63, or early '64 that I didn't know, that came about when I was hired.

And as I say, when I was hired, of course I was the only employee. I used to call myself the employee, which people thought was very funny. And to this day, why, I say that and everybody laughs because they really can't conceive of that. But I had to learn how to set up the, you know, Social Security

¹Charles Gulick, "The Fight for San Francisco Bay: The First Ten Years," The University of Linz, Austria, 1971.

and all of that stuff--just for myself, basically. Then of course we did add more employees later on down the road.

I was trying to think if there was anything else to say about those first years.

Chall: I don't know what you would call the first years--maybe ten years, '64 to '74?

Kittredge: No, I would say the first years were probably only until shortly after Esther got back [1965] until maybe I was trying to think of fall of '64 when Kay hired me until, well--to go back a little bit, she hired me on the sidewalk on Ninth Street in Berkeley, in front of the Siemons Mailing house. [Siemons Mailing Service]

At my anniversary thing a couple of weeks ago, Bob Siemons and his wife--it was the Siemons family that ran the mailing house we used for years. He spoke up and talked about my arriving with my son by the hand--he was four.¹ Kay wanted to meet at ten in the morning and because John went to nursery school in the afternoon--or preschool, they call it now--I had to bring him with me. So Kay Kerr hired me to be the first employee of Save the Bay, on the sidewalk, out in front of Siemon's Mailing house, with my son firmly clutched by one hand. They had just recently transferred all of the Save the Bay membership, which was, oh, maybe 3,000 or 4,000 people.

They had just recently decided that that had to be organized in some method. Meeting at Martha Benedict's house and everybody laboriously addressing envelopes was a day of the past, they decided. And so Kay had somehow or other found Siemons mailing and she had transferred the list there. They had put everybody on what at that point were little metal mailing plates. I want to say address-o-graph, but--

Chall: It's like that.

Kittredge: It's like that. Anyway, little metal mailing plates for every single one of our members.

Chall: Right.

¹A very special event was held September 17, 1998 at the home of Sylvia McLaughlin to commemorate Janice's thirty-four years on the staff of Save San Francisco Bay Association. Watershed, Winter, 1998, p. 10. See Appendix for this and other honors and awards.

Kittredge: These plates were made and then discarded when people moved and what have you. My son enjoyed--I don't know what he did with them, but every time he went there, he wanted some of these old metal things which Bob always gave him. And Bob mentioned the other night that "Gee, if John had been there, he would have been happy to have brought him a handful," which of course is not true because nobody's used those little metal plates or has had the machinery to run them for many, many years.

Chall: What was it Kay asked you to do?

Kittredge: Basically I think she wanted me to sort of pull things together. I did this with Sylvia more than Kay after that. Kay hired me but then I went with Sylvia. And then I talked to Mary Jefferds. She was somebody who was instrumental in helping. She wasn't on the board. I don't think there was an office or anything, but she helped in going through what they had been doing, which was mainly sending out letters and inviting people to join and then sending out letters asking people to write the Berkeley City Council. I'm sure it says in their oral history the first big effort was against the Berkeley City Council, trying to keep Berkeley from filling in their hunk of the bay.

Chall: Right, yes. They have pretty well documented their activities.

Kittredge: And that was pretty well over by the time I joined. By the time I got into it, which would probably be early '65, the main work with Berkeley was pretty much over. They'd won their battle, Berkeley wasn't going to fill the bay. And they were concentrating on getting the BCDC--Bay Conservation and Development Commission--established, which was the first big milestone. It was the study commission which [Senator Eugene] MacAteer had put together and which Joe Bodovitz had chaired.¹ The study commission was going through--I don't know when it started.

Chall: We have all that data on record.

¹The San Francisco Bay Conservation and Study Commission, 1964-1965. See also Save San Francisco Bay Association, 1961-1986, 1987; see also Joe Bodovitz, "Management and Policy Direction," in The San Francisco Bay Conservation and Development Commission, 1964-1973, 1986, Regional Oral History Office, The Bancroft Library, University of California, Berkeley.

Kittredge: It finished up in 1969 under Governor [Edmund G. (Pat)] Brown.¹

The first function I helped organize for Save the Bay was a dinner at the Hilton Hotel in San Francisco in 1965, June or July sometime, where we held a dinner with all the members of the BCDC. I don't know who else came, I'd have to go look that up, but it was a dinner celebrating the fact that the legislature had agreed to do a full scale Bay Plan and all the studies that would go into it.

Chall: That's right, and the women have pretty well documented that.

Kittredge: Didn't you find that twenty-fifth anniversary thing interesting?

Chall: Yes, and that, by the way, is included in their oral history. I was pleased to see that. This article was not, and I would like to have that in the files, too, but maybe it's somewhere.²

Kittredge: Well, we've got a bunch of copies of that.

Chall: I'd like to put that in The Bancroft Library then, if we don't have it.

Kittredge: Oh, I'm sure it must be in The Bancroft Library.

Chall: It may be. I don't remember. You see, this is 1988. It was after I had finished my work on Save the Bay, so whether they sent it on to the library--I don't know.

Kittredge: Well, I would think that anything that was university-oriented like that would land in University Archives.

Chall: Oh, you're right. It was sponsored by the College of Natural Resources, Department of Forestry and Resource Management.

¹"It was Ronald Reagan--I was there." Sylvia McLaughlin (hereafter S.M.).

²Esther Gulick, Catherine Kerr, and Sylvia McLaughlin, "Saving San Francisco Bay: Past, Present, and Future," The Horace M. Albright Lectureship in Conservation, XXVIII, Berkeley, California, April 14, 1988.

Organizing the Membership Records

Chall: So, your first organizing tasks were what?

Kittredge: Okay, to go back, the very first thing or the very main thing Kay wanted me to do when she hired me was to organize the membership. They had, as I say, 3,000 to 4,000 members, I don't remember exactly.

Chall: Organizing them alphabetically, to get them on the mailing list?

Kittredge: Well, at this point, we had I think a handwritten file that had been done, but what Siemons had done before I came there was put them all on these little metal plates and then they made four copies of each plate: they made a white copy, a yellow copy, a blue copy, and a salmon, I guess, color copy. And so Kay had thought that far, that you needed a whole bunch of different things to organize them different ways. But I don't know, I was just given all these cards. They had not been organized in any way, shape, or form.

Well then, I went to the volunteer that was keeping the handwritten records and the original membership envelopes that people sent in, which they kept as the main record. I just turned the white copy into an alphabetical file; the blue copy into what I called a renewal file; the yellow copy, which I used in the office a lot, I turned into a geographical file, because it was very helpful many times to want to know what county people were in. So I had a geographical file. Somehow or other Esther had decided--

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Kittredge: --that the most useful thing to do, because she had the original envelopes, was to divide this master file by towns. I think they found that was important when they wanted to know, well, who do we have that's living in Belvedere, or who do we have that's living in San Jose, or what have you. So all the original envelopes for years and years and years until we put them on the computer, and that was more than thirty years later, were done by city and town. This made it extremely difficult if somebody moved, didn't tell us, and didn't tell us where they lived before. Hopefully, we could find them in the alphabetical white file, but if we couldn't, if they had married, for instance, and hadn't told us--we never did really come to grips with married names and changed names.

Chall: Well, that sounds like the usual problem, [laughs] except you had 3,000 of them.

Kittredge: Right. I mean, if somebody named Smith marries a Jones and moved from Moraga to San Rafael, it was pretty hard to keep track.

Chall: Yes. Eventually, I suppose, if they were concerned about the bay, they would pay dues, and somehow you would catch the change.

Kittredge: It was hard to keep track. I mean, it was hard to know. And of course people did without computerization. When we sent out letters later to have people join, why, lots of times people who were already members got a letter and then would send in their dues again. And we would say, "Gee, is this Mary Smith Jones the same one that used to be someplace else? And we've managed to--lot's of times by my phoning them up and saying are you the same one who used to be so and so.

Actually, you still have that today. Today they don't keep the old records. Actually, I think we could find that better in the old handwritten days than they can now, because now when somebody changes their name or address, it's changed in the computer file and the old one is lost and it's never found again, whereas in the old envelopes where we crossed one out and wrote the other above it, I could always tell what the previous addresses and so forth and names had been for some of these people. And I could tell them the whole history of what they'd done if they moved around a lot, which interested people. I remember one board member was fascinated that I knew exactly when she moved where because of her Save the Bay envelope.

Chall: Where did you keep the envelopes, in card files?

Kittredge: The envelopes would just fit shoe box size and so everything was in shoe boxes.

Chall: Yes, shoe boxes are great.

Kittredge: The envelopes were at someone's home--I was trying to think of her name: Mary something--in the Berkeley hills, farther over on Avenida. And she had a recreation room or something that she had all the Save the Bay stuff in. She ended up giving me a key to that room so I could go and work there. Very inconvenient. Those boxes of envelopes stayed there even though she stopped working. Baker, that was her name, Mary Something Baker.

Anyway, I ended up doing all the work of processing, posting additional dues to people that gave us more money, and so forth, but they still had never managed to put together any kind of renewal system. These people that had joined had joined and they had given more money just by either getting another invitation to join, or for some other reason given us more money. I think Kay at that time had asked for funds for a film that they were going to commission and so money came in earmarked for a film fund. We made a note about that on the envelopes and so forth and so on, but that was the most record keeping that was done.

So as I say, the first thing I did was to take all of these thousands of three by five cards, sort them all out into alphabetical, geographical, [laughs]--those are the blue and the white, no, the white and the yellow cards. Now, the blue card I decided would be the renewal file. And by going through the original envelopes laboriously, and marking on them what each person had contributed, whether they just contributed \$1.61 or \$1.63, or whatever, and if they contributed to the film fund or anything--I laboriously transferred by hand all of the renewal information onto the blue cards. And then the blue cards were sorted by date of renewal, so all of those cards were in January through December of whatever month they last paid any dues.

I don't remember quite how we did it, whether I had them print envelopes with all of these things on and then put different letters in or what, I just really don't remember, but we started doing a regular renewal process. And I knew I needed somebody to keep track of that.

I, with my part-time hours, with my three small children, I did not have time to do everything. And there was still so many more things I needed to do even after Esther came back. We moved all the stuff from Mary Baker's house back to Esther's house, because it was a lot more convenient. But I was still getting the mail at least part of the time--Esther got it part of the time. We've had the same post office box since 1961, in the Berkeley post office.

They never wanted a street address, which was fortunate because the street address changed over and over again during the time I've been with Save the Bay. We were in one, two, three physical locations. And the last place, the Wells Fargo Building, I was in three separate offices in that building. So I moved all those things. Kay's idea was to have shelves made out of bricks and concrete blocks, and so I carted those bricks and concrete blocks from place to place.

The First Office: Berkeley Way and Shattuck

- Kittredge: Including into the first office we had [1960s] and the one we got in Oakland in 1990. And then, little by little, by the time we moved to the second office in--
- Chall: Now, wait a minute, you're talking about 1990 and I'm back in 1961.
- Kittredge: Well, I'm just saying that these bricks and boards went with me through all these years.
- Chall: Is that right?
- Kittredge: No, we're still in the first years.
- Chall: The early so-called offices--they were in somebody's house?
- Kittredge: I know that Martha Benedict, who was one of the early volunteers who lived on Cedar, close to Sylvia's home, she had crews of volunteers addressing envelopes and stuffing envelopes at her home. But for a lot of record-keeping Kay used University House on campus because it was not being used for anything. And even after they started using it for parties and things like that and to house people--guests--why, the attic where she had all this Save the Bay stuff was not used for anything else. Then Clark tried to get Kay to hurry up and get all of this stuff out of the University House because he knew that they wanted to use it--just as a matter of form. So I was continually moving stuff--you know, supplies and goodness knows what.
- Chall: And where would you move it?
- Kittredge: Kay had rented this office just before [I was hired]. I don't really know whether Esther had anything to do with this or not. I don't know whether Esther had gone, or just before Esther left, whether they had gotten the mailing house and whether they had gotten this office in downtown Berkeley, but it was a little office on Berkeley Way and Shattuck where the Body Time Shop is now. And at that time, the building and the stores underneath it were owned by a realty company, the Gong--G-O-N-G--Realty company. And the Gong fellows had a couple of rooms in the back of this sort of strange building that they weren't using themselves, so they rented one space to Save the Bay, which, if you drive by there now is the [Lhasa] Karnak Herb Company.

So if you see that Karnak Herb Company, that was the first rented space that Save the Bay had. There was no door in those days. There's a door in it now, of course, but I had to go into the Gong office, which had the door on the corner where it is now, and go through their office to the back with all my supplies. One of my first purchases was a hand truck or dolly, or whatever you'd call it. They had some other rooms in the back that they rented to, oh, a couple of independent real estate people and what have you.

Chall: And that was on the corner of Berkeley Way and Shattuck?

Kittredge: Berkeley Way and Shattuck. If you drive down Shattuck from Cedar or whatever, you'll see the Karnak Herb Company and the Body Time. [laughs]

Chall: Body Time.

Kittredge: Body Time, well, it used to be the Body Shop and then they sold, changed the name to Body--well, I don't know whether it's the Body Shop or Body Time.

Chall: I've heard about Body Time, yes.

Kittredge: Whatever it is. But the building--they evidently separated it, built a wall in between the two, because the Karnak Herb Company is this little tiny one-room office, I guess, that I had. And that was where Kay had the boards and the bricks and the card table and a little filing cabinet.

Chall: She'd already put it in?

Kittredge: That had already come from somewhere.

Chall: She was very enterprising wasn't she?

Kittredge: Oh, absolutely, absolutely. She also found the first printer that we used, Bayside Press. And so that was set up before I came. Bayside Press was another family operation. Like Siemons was a family, Bayside Press was a husband and wife operation that still exists to today. Today, the husband--the father or the husband--works with his daughter, who's in business with him. And with the Siemons, the third generation of Siemons--Bob Siemons's two boys--are running that operation now. So both of those operations are dear to my heart because they are family operations that have known me for all of these years.

Maintaining Membership Records, 1966-1990

Chall: So now we've got you in an office, but still things are scattered.

Finding Volunteers for Membership Mailing Tasks

Kittredge: Okay, yes, and still things are scattered and I needed somebody to take the job of doing this once I had put all these blue renewal cards into some kind of order in three by five file boxes, which I did have to buy. We could scrounge up shoe boxes, but I did have to buy these file boxes. I think they're called Agate or something--file boxes that held three by five cards.

Chall: Right.

Kittredge: And what I did was I looked through the members to see if I knew anybody and one of the first names that came to my mind was a woman named Margery Beimas, [spells] who I went all through school with. We started in kindergarten together at Thousand Oaks School in Berkeley. And I called Marge and said, "I see you're a member of Save the Bay. I started working for Save the Bay." I knew Marge didn't get out--she didn't drive and she had two small sons and I knew she was home a lot. At that time she lived in the El Cerrito hills not all that far from Kay. And I said, "Would you be interested in doing some volunteer work at home for Save the Bay?" So she said, "Well, bring it out and let's see."

So I guess I must have written a renewal letter or asked Kay to write it--I don't really remember--or we collaborated or what have you. I got renewal letters written. And we had somehow or other already come up with the idea of these small membership envelopes that had everything written on it, so I had a supply of those. And then, of course, I think they had started buying the printed postage envelopes so that nobody had to lick stamps.

Chall: Great idea!

Kittredge: To this day we still do, although I have them printed with our own ink color and logo by our local printer, Bayside Press, now. I used to just order the printed ones from the post office. They do the printing for you.

So I took everything out to Marge and we talked about how this would go. And so a lot of this first stab at putting together a renewal operation was due to Marge. So the first renewal letter I know she not only kept the records, she actually hand addressed all the envelopes for the renewal mailing, and mailed them.

Chall: You couldn't do that off your address-o-graph plates?

Kittredge: It would have been too hard to sort them out. It was not a computer operation, you understand. [laughter]

Chall: That's right. Alas.

Kittredge: It was quite difficult in those days.

Chall: I remember those days in other organizations.

Kittredge: I mean, mainly these operations were only good for--

Chall: One mass mailing.

Kittredge: --one mass mailing. Whenever we added new members, which, oh, for many years we added 100 a month sometimes, 100 members a month, they made all sets of colored cards. And they also printed a brochure, I think, that then I could mail in bulk. As soon as I got 200 together, I could mail those in bulk. So once in a while I was able to do something like that.

Chall: Otherwise it was by hand.

Kittredge: But those things were in, there again, a sort of geographical order because they were in zip code order.

Chall: Yes.

Kittredge: Now, there was no such thing as zip codes in those days. I lived in Berkeley 8. They had started dividing up cities into zones, so I lived in 8 and other people lived in 7 and 6 and 5 and 4. And the university was in 4, or no, I guess they had their own--20. And downtown Berkeley was 4. But they didn't have what we know as zip codes now--certainly not zip codes plus four.

Chall: Right.

Kittredge: Anyway, I don't remember when the zip codes plus four came in. All of those envelopes finally got tossed. If it had been up to me, I would still have them, but I was overruled. They

thought nobody would ever look at them again and they were just taking up space, and so they were tossed.

Chall: So Margery Beimas did this all herself?

Kittredge: She did. So as I say, what she started doing was she addressed and stuffed and mailed letters to at least the first batch. How much that was I don't remember--I don't know if she would remember. I could call her up and ask her if she remembers. I wonder. Anyway, that was what she did.

Well, when we had the first batch done, then the envelopes came in. I took the money out and posted the money onto the original envelopes which were at Mary Baker's house or then finally at Esther's house. Then they had to be posted on the renewal form. Oh, we also made the renewal envelopes blue, so they were instantly identifiable from the white envelopes which were hopefully only going to new people. That's not true, of course, but they were blue envelopes.

So for years the renewal envelopes were blue. They're still a different color, but they're gray instead of white and it's not so noticeable, but they were the blue envelopes. So then I collected all the blue envelopes that I had posted, took them out to Marge, who then posted them and recycled them into a box that had the date the following year.

Well, I don't know how long Marge did all of that, but she soon decided that that was too much. She didn't have time to do it all and so she said, "I'll do the record keeping if you can find somebody else to address and send the envelopes." So we put a notice in the newsletter and, lo and behold, the person who volunteered was a wonderful woman named Elaine Anderson. She lived on Devonshire, only a block or so from Kay. So I had these people up there clustered around Kay's house as well as me and Esther here.

So handwriting the envelopes was still the easiest way to do it. I mean, it wasn't worth anybody's while to type it, because the typing that you were going to do on labels and things are only good if you're going to use that exact same list again and no exact same list ever was needed because of course people changed their renewal date. Maybe they sent money in between or something, or they moved, and it was all kinds of things like that. And of course any time somebody moved, everything had to be transferred from their old blue card to their new blue card. Marge did that.

Chall: Oh, dear.

Kittredge: Anyway, Elaine, who had children about the same age as Marge's and mine--her youngest daughter is the age of my middle--no, her middle daughter is the same age as my middle child and then she had a younger daughter, Nina. So she agreed to take on the picking up of the box from Marge's house because she didn't live too far from her and I kept her supplied with renewal letters and everything, so she did the addressing and stuffing and mailing, with the help of her child who was three at the time but who then helped her for many years--the way my children helped. My children all--as soon as they learned to alphabetize--were utilized. [laughter] The thousands of things--all these cards and envelopes--needed alphabetizing constantly. I took things with me everyplace because I could sit in the pediatrician's office and alphabetize on my lap.

Chall: Oh, my!

Adding the Volunteers to the "Paid" Staff

Kittredge: Because it was always a ton of things that had to be alphabetized. And so then I had this two-person membership volunteer operation of Marge and Elaine. Elaine's children grew up to be pressed into service by Kay to do some filing and some work there. And when we needed some more part-time service at the office, why, she then ended up being a paid member. And finally, after maybe ten or more years, Marge was getting a little bored with the whole thing so I said, "How would you feel about it if you were getting paid?" And she allowed as how that would give a whole new interest to it, so actually first Elaine and then Marge, I believe, were paid--as I say, there again, probably two, maybe two-fifty an hour or three dollars an hour--something very minimal.

Chall: And when would that have been?

Kittredge: I really don't know, but I could find out in the office when Marge and Elaine went on because I could find it in the oldest employment records, unless they've been thrown away, which they could very well have been. I know that I never threw them away, but they could still be--

Chall: I'm just curious because if you came in in '64, and you said that Marge and Elaine had been volunteers for about ten years.

Kittredge: Well, I will try to find those records.

Chall: Were you presumably still working part time at two dollars an hour, or that is what they [Marge and Elaine] were paid?

Kittredge: I was trying to think. I had gotten raises--generally, fifty cents at a time--over the years. Kay and Esther never really had any sense of what the real world existed in things like that. And for many, many years--because I worked when I wanted to, which was a benefit to me, because I liked doing that--I did never get any weekends, or Sundays, or holidays, or vacations, or anything like that because I just wrote down when I worked and then got paid for the hours I worked, no matter when they were.

I never did get holidays until we got on a better system, but after I'd done this for maybe twenty years or so, I suggested that I might get a paid vacation. I figured out what my time had been that year and how much time I would have been paid at whatever I was being paid at time--you know, four or five dollars an hour, maybe--and then did get some vacation paid when I took a vacation, which I didn't very much.
[laughs] We had no bylaws, we had no personnel manuals, we had--no, we had bylaws, but we had nothing that referred to being an employer at all except the fact that we did pay Social Security.

Chall: They didn't have personnel; they didn't need any manuals.
[laughs]

Kittredge: Right, right. And so that was it. I'll find out--check employment records.

Chall: I had a few other questions.

Kittredge: And then--just to finish up this whole little thing about the membership--finally, especially after Elaine was doing other things, she finally got tired of even being paid to address envelopes. And so I used senior citizen groups.

Chall: Yes.

Staff, Volunteers, and Eventual Computerization

Kittredge: I used all kinds of people that just wrote in and said they'd be happy to address envelopes. Now, these never were for renewal mailings, these were for new mailings. We'd call to send out the Dear Friend letters to get new members, and we

always had a little P.S. saying something like, "If you're already a member, pass it on. We don't have the records computerized, or whatever, so we can't take you out."

Anyway, one of the many groups I used was my own Camp Fire group. I was a Camp Fire leader for my middle daughter. Actually, I was a Camp Fire leader the entire time from second grade through twelfth grade. We went all through their whole school life of Camp Fire Girls. Anyway, [laughter] one of my Camp Fire Girls, who was a good friend of my daughter's, was going to Cal at this time and she allowed as how she'd be happy to earn a little money, so she took on the hand-addressing and stuffing of the renewals. And when she graduated from Cal and got a real job, it finally came back to the office. The person that was helping me at that time in the office, the permanent person, was Nancy Goetzl. Her name was Nancy Park Goetzl and after she divorced she is known by Nancy Park. She was hired in 1988.

Chall: I think she might have been hired earlier than that.

Kittredge: No.

Chall: Because in the book here [oral history], the women talked about either having you or Nancy Goetzl doing something. Was she a volunteer for a while?

Kittredge: No. No, she started out as part time, but soon, very quickly, within months she was a full time paid person. But she was never a volunteer and I was never a volunteer for Save the Bay, although as I have often said, considering the rate of pay, I sort of told myself it was like a semi-volunteer job. [laughs]

She had a part time paid position, in June or July. I think it was July--no, June. Well, I think it was late, the end of June, 1988. And I know that because it's just about the date of one of my granddaughter's birthdays and I had to take a day or two off to keep the older granddaughter while my daughter was on notice to dash to the hospital to have her second child.

Chall: Oh, I see.

Kittredge: So I know that it was 1988.¹

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¹The date was 1983. See page 32.

Chall: We were talking about staff.

Kittredge: Okay, and as I said, we had these volunteers: first Marge and then Elaine, who eventually turned into semi sort of paid jobs. And then when Marge decided--her husband retired and he wanted her to retire even as little as she was doing. By this time she'd moved to Berkeley. When Elaine stopped, then Lisa Dixon --I don't think you got her name.

Chall: No. Lisa?

Kittredge: Dixon--who was my Camp Fire Girl, took on the addressing after Elaine stopped doing it.

Chall: She was the one going to college?

Kittredge: She was going to Cal. And then when Marge stopped keeping the records--oh, well, I guess before that, before that because Lisa Dixon stopped doing the addressing when she graduated from college and got a full-time job.

Chall: But she really did it for a couple of years. Marvelous.

Kittredge: Oh, yes. And of course she had stuffed thousands of envelopes as a volunteer before that, so she really started as a volunteer, too.

Chall: Wow. As a little girl.

Kittredge: Yes, as a child, yes, along with my children. My children and my granddaughters--all four of my granddaughters, even the one that's now eight--have all stuffed envelopes. In fact, the eight-year-old's the best one at the moment. She's the only one that still probably enjoys it. [laughter]

Anyway, so after Lisa stopped, then Nancy, who was being paid as I was--we were paid on an hourly basis. She was supposed to work about half-time. I worked up to full time, as I would say I did in those days. And Nancy allowed as how she wouldn't mind doing some envelope stuffing at home. And I said, "Not on your regular time. At home, do the envelope addressing and stuffing at home," so then instead of getting the next renewal box from Marge and taking it to Lisa, I brought it down and gave it to Nancy, who kept the supplies of envelopes and renewal letters and so forth at home. And so she did it.

Then when Marge decided after her husband retired that she wanted to retire, too sometime in the early nineties--the

record keeping was finally brought down into the office. That was never taken by Nancy as an extra-curricular job, so to speak--the posting of the records. Nancy kept doing it, but she did it officially as part of her job.

And by that time we were beginning to get the computer and we were beginning to think of doing the computerization. Anyway, around the same time Marge retired, I don't know when, we had these people that came into the office as volunteers, so Nancy and I decided that it would be a good thing for them to address envelopes. I think that's when we started having the volunteers do that. I was trying to think. They still had to be hand-written--I don't know. I really don't remember. Nancy's in Chico, so I can't call her--I can't remember when that began. It seems to me we didn't have anybody--some of the volunteers had terrible handwriting, so maybe Nancy kept on addressing until we actually used the computer.

Chall: Well, how many envelopes were being addressed? Were these only for renewals?

Kittredge: Well, some months were just a few hundred; some months were well over a thousand.

Chall: Oh, that's a lot!

Kittredge: The end of the year months--there were maybe as many as 2,000 envelopes in December.

Chall: One person doing it all?

Kittredge: Yes.

Chall: Oh, dear!

Kittredge: Well, they had a whole month to do it in. I mean, they didn't do it steadily. It wasn't like somebody sitting down and addressing 1,000 envelopes.

Chall: I see.

Kittredge: In the very early days, before you could get labels in the computers--you can get labels now to do things--even the "Dear Friend" letters to obtain new members were done by getting lists like a yacht club list or a university faculty list and then finding volunteers that could hand address all of these. Now, once in a while we'd find a volunteer who typed it, but most of them hand wrote it wherever they were--while they were

watching television or whatever. And that's how early on all the mailings were done.

We have several ladies now who are working in the office that came many, many years ago. One lady has been there probably twenty-five years, volunteering once a week in the office.

Chall: When I've been in the two offices, I have seen women beyond middle age--

Kittredge: Right, right, retirement age.

Chall: --sitting around doing what I thought was volunteer work.

Kittredge: Right, volunteer office.

Now, after we got computerized, Nancy had a system of printing out labels and things so that nobody had to hand address anymore. She printed it out, because that way she could call up the labels for just that month's renewal things and so forth. And they do that to this day. It's changed because as we got a new development director, they changed the format and then Nancy left, finally, after twelve years. She was there twelve years, and we've had two membership people since, as well as a development director, so they've changed the envelopes, but pretty much it's still done much the same way. Nancy helped set up the procedure for doing the envelopes and keying the letters with the same label and so forth. That system is still being used today.

Special Staff Personnel, 1969-1975

Kittredge: Now to get back to staff.

Chall: Yes.

Kittredge: To continue on with the staff, the office staff I've told you about--first me, and then in the late sixties--'69 was when the Bay Plan was passed and signed by [Ronald] Reagan. I don't know whether Kay and Esther and Sylvia mentioned the big campaign we had to save the bay and all the stuff that was done? Don Sherwood--

Chall: Oh, yes.

Kittredge: --just invited himself to do what he did. Nobody asked him, but he was a great help. There was also a group on the Peninsula that was led by Claire Dedrick and Janet Adams and I don't know whether they're listed [Save our Bay Action Committee].

Chall: Yes, they are.

Kittredge: They had something on the Peninsula that they called Save Our Bay. They printed up bumper stickers and they also had people going up to Sacramento, in addition to the bus loads.

Chall: Now, all those bus loads going to Sacramento--did you help?

Kittredge: I organized the ones that we did.

Chall: They were constant, weren't they?

Kittredge: I'm pretty sure that Janet and Claire had others organized from their groups. And it was pretty interesting because theirs just sort of grew out ad hoc--really didn't spring out of our organization at all. It just sprang out of people who realized that this was coming up and did it. It really was quite interesting.

The Citizens Alliance to Save the Bay; Conscientious Objectors

Kittredge: But then, during those last couple of years, there was something called a coalition put together. Kay and Esther and Sylvia put together a coalition. The Citizens Alliance to Save San Francisco Bay.

Chall: Yes.

Kittredge: We did have two women who worked for the coalition on a paid basis. They were paid by Save the Bay but they were members of this coalition and the various members of the coalition gave us funding. I know Dorothy Erskine's regional park and recreation [Citizens for Regional Recreation and Parks], maybe the Sierra Club, I don't know at this point, but I know we did get some funds from other members of the coalition. They had an office in San Francisco on Kearny Street, I believe.

These two women--I was trying to think of the first one--one of them was named Elly. I didn't have too much to do with

them because I wasn't directing them and they were not in my office. Kay and Esther did that. The only thing I really had to do with them is to get their W2 information, write them their paycheck, and make sure that they got their paychecks. Esther officially did it, but I did all the figuring out about the paychecks and things, always. And I'm inclined to think that they overlapped with the time we had the COs [conscientious objectors].

Chall: You had the COs in the seventies.

Kittredge: Well, we had Bill. We had Bill.

Chall: You had Bill Talbot earlier than that?

Kittredge: Earlier, I thought. But maybe not; maybe he came in '70. It might have been. Does it say when he came? They did come out of the blue, though. We were so amazed when they--

Chall: That's right. Out of the blue. Mrs. Kerr says, "A phone call one day from the Stanford office handling conscientious objectors asked if our association would be willing to interview a CO for a job. We would have to pay a private's salary, about ninety dollars a month, to do it."¹

Kittredge: But to go back to the coalition--these women were on for a very short time.

Chall: And so they were the ones who coordinated the buses or things like this?

Kittredge: Well, I think they might have done some. I know I did some myself, so I think they did some and I think that the Peninsula ladies did some themselves. Exactly what they did for the coalition [Citizens Alliance]--I used to have an entire file drawer of coalition material and I bet you that stuff went to Bancroft. That should be at Bancroft. If you look somewhere at the university, there was an entire file drawer that I always thought I'd get organized and never did, that when they gave up that office over there in San Francisco, I got back and I carted it around with me from office to office and finally stored it away.

I had free storage at Dr. and Mrs. Benner's house for about twenty years on Tamalpais. We requested storage in one of our newsletters and the Benners were very nice to give us

¹See Save San Francisco Bay Association, 1961-1986, p. 89.

space in a storage room under their garage and we ended up using that for over twenty years.

Chall: Really!

Kittredge: Yes, I finally got the stuff out. Emily Benner kept saying, "When are you going to get this stuff out of here?" And I kept meaning to. I was the only person after Nancy left, of course, there wasn't anybody else but me, and I finally, finally got it out just probably a year ago or so, a couple of years ago.

Chall: Oh, I see, and you sent it over to The Bancroft Library?

Kittredge: No, some of that stuff--by that time we had already given a lot of that stuff--anything that was valuable, I think, had been given to Bancroft. We had arranged when we moved--part of what filled it up was the legal case against the Westbay.

Chall: Oh, Barry Bunshoft?

Kittredge: It was Barry Bunshoft. And Barry Bunshoft sent us over boxes and boxes and boxes of legal briefs from that, that then we put in the Benner's storage room for years and years. And those were finally given to Bancroft. Whatever they did with them, I don't know. I can't imagine anybody keeping them, but, you know, how valuable they would be, I don't know. But the whole history of the Westbay legal case was there, if anybody could use them. And I'm pretty sure that the coalition stuff must have gone to Bancroft. If it didn't go to Bancroft, it's lost, because stuff has been thrown away in the last year or so.

Chall: Well, at least we have a reference to it in these oral histories. So, getting back to the staff.

Kittredge: So anyway, that took care of the coalition. Then the COs may have started in '70. I know Bill Talbot was there in '71, so I think you're probably right, they started in '70 or '71.

Chall: They [the women] mention only three of them.

Kittredge: Yes, I think there was another one at the same time that overlapped with Jim and Mario Gutzman. He was Jim White. And then when Mario left, the need for the COs was over--the Vietnam War was pretty much down the tubes.

Chall: So that was about 1975?

Kittredge: That sounds about right. I don't know.

Chall: The war was officially over about that time.

Kittredge: Both Jim White and Bill Talbot--I don't remember about Mario--went back to grad school after they finished their CO thing. Bill got a Ph.D. in philosophy in Harvard, I think, or anyway someplace and Jim White was in New York--NYU or someplace, and his field was economics, I think.

Second Office: The Wittich Building, Center Street, 1960s

Kittredge: By that time Save the Bay had moved to another office. I was trying to think when we moved to Center Street.

Chall: The women talked about having a lot of material in their homes and that there was one office on Shattuck, "That scruffy little place we had." Now, you mentioned that earlier, so where did you go from the scruffy little office?

Kittredge: [laughter] We went to a building on Center Street next to the Center Street Garage, called the Wittich Building. That's W-I-T-T-I-C-H. Mr. and Mrs. Wittich had built this sort of cute office building on the site of his father's sign-making operation, so it had been the Wittich Building for a long time. It was kind of cute. There was a travel agency on one side for many, many years and the other side--I was trying to think what it was originally. I don't know, but you'd go in the back and way in the back there was a skylight and a stairway and sort of an atrium with a fountain in a planter.

Chall: Really?

Kittredge: And there were two offices way in the back that we got for a very reasonable price. I think Sylvia dickered with Mr. Wittich, and that's where I moved. That was, of course, eminently better than what I had had on Shattuck, but we still didn't have a phone. We never had a phone down in the office all this time because nobody was there on a regular basis. And answering machines were not in in those days. What we finally got when we did get an office was an answering service. We got one in Albany and the phone was answered nine to five, and they kept messages that I called in for.

Chall: Was that in the Wittich Building or later?

Kittredge: When I got the first phone--I was going to say--the Wittich Building I must have gone in in the mid-seventies, I guess--no,

I think I was in the Wittich Building before '69. So we weren't in that scruffy little office too long, we were in the Wittich Building. Maybe I can find that someplace. I don't know, but that would have been in the sixties.

Chall: I see, so maybe the late sixties--when you moved into the Wittich Building.

Kittredge: Put it in the sixties.

Chall: You didn't have a phone there?

Kittredge: We didn't have a phone there until into the seventies. There was a pay phone outside that I used to keep in touch with my family, but it was very inconvenient. I think we finally really got a phone because I was able to spend more time in the office and so it wasn't so bad. For one period of time, we even had the phone book--we had my home phone number listed under Save the Bay.

Chall: I was going to ask you about that because Save the Bay certainly would have had to be in the phone book.

Kittredge: Well, but that was very inconvenient. People phoned at all hours and Craig [Kittredge] really had a fit. So it was a combination of wanting to get it out of my house, the fact that we realized that we could get an answering service, and by that time my children were older and I could be in the office more. You know, all of my children could read and fortunately Craig always had a sales type job so that he was able to be home a lot during the day, so I did free up my time once I didn't have really little children any more. I could be down there even if they came home and nobody was home. They could check in with me on the telephone; I was five or ten minutes away, you know, if they needed me. I don't know that I remember when the first phone was put in.

Chall: But you think it was in the Wittich Building?

Kittredge: Oh, I know it was. I broke my ankle in the Wittich Building on a holiday because the fountain in the atrium had overflowed somehow and I slipped on the wet pavement going to the office. I thought I just turned my ankle and was sitting there with it hurting more and more and more and I finally called the doctor who said to meet him at Alta Bates and I drove myself up to Alta Bates, whereupon I got a cast.

All of this time I had a station wagon, which was immensely useful for carting tons and tons of Save the Bay stuff hither and yon, down to the mailer, all over the place.

And so, okay, we're in the Wittich Building office. I had some volunteers that then started coming on a regular basis because I had a better office for them. I was trying to think whether I gave them keys or not. I might have given them a key so I didn't have to be there to let them in. So that was the beginning of the regular volunteers that came in while we were in the Wittich Building. And I know I was there in '69, so it was probably maybe '67 to '69, somewhere in there.

Chall: You were there at the time, in the early seventies, when the COs were there?

Kittredge: Yes.

Chall: So they had a place, then, too.

Kittredge: But the COs did not work with me. See, Clark had left the university. He'd been ousted as president by Reagan. Reagan came in in January 1967 and I think Clark went out, so Kay no longer had Maggie Johnston working for her.¹ And Maggie's office was Kay's guest bedroom. Well, Kay always had this guest bedroom as Maggie's office. But she didn't hire Maggie after Clark left the university, Maggie went on to work for President [Charles] Hitch or whoever was president next--wasn't it Hitch? I can't think. Anyway, anyway, Kay had this guest bedroom that she'd used for many years as Maggie's office. And so the COs used the desk and the phone in that room as their office. And they were directed by Kay and they were not at the Wittich Building office at all.

Chall: So they were doing policy work?

Kittredge: They were doing policy work, going to meetings, meeting with the ladies, doing stuff like that. And so I certainly saw them--I gave them their paychecks [laughs]--figured out their paychecks, rather--but as far as I remember they weren't ever in my office to any extent, anyway. Let me try to finish the COs.

Chall: Yes, because I have a couple of more questions to ask you.

¹Ronald Reagan came in as governor in January 1967 and served two terms until 1975. Clark Kerr was fired as president of the university January, 1967.

The Internship Program, c. 1976-1984

Kittredge: After the COs left, this young man, Steve McAdam, who went to UC Santa Barbara, and I don't know, he should probably be asked--if he wasn't--how he happened to think about working for Save the Bay. So Steve McAdam came very shortly after the COs left.

Chall: As a what?

Kittredge: It was interesting, but he sort of talked himself into a job. He somehow or other and I don't know how, I'd have to ask Steve--how he knew that the COs were leaving. The ladies had gotten very used to having somebody else to send to these meetings so they didn't have to go to every meeting or find a volunteer to go, so they really sort of liked it. Steve talked them into trying him out.

Chall: How old was he? Was he a graduate?

Kittredge: He had graduated from Santa Barbara, so I would say maybe twenty-three, twenty-four, something like that.

Chall: I see.

Kittredge: Anyway, he managed to talk himself in. His office was out of Kay's house in this spare bedroom. He did all this work there, so he was right at hand any time Kay wanted anything--as I suppose she used the COs--I don't know, but I would think so. And she was there. She had a daughter, a granddaughter living with her, and Steve played with the baby, took care of the babies, and did everything. I mean, it's a kick to talk to him about this weird job he had, but he talked himself into this job which the ladies really called sort of an intern job. He had this job about three years and he wanted to go on in public policy, so he applied to the School of Public Policy on the campus which was just really--

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Kittredge: --hard to get into. It was small, and he didn't make it. He applied for a job at BCDC which had been started in 1969 with the passage of the commission and the Bay Plan. Joe Bodovitz, who'd been head of the study commission was then the first executive director. Well, Steve got a job; I don't remember what his first job was, but he is still at BCDC.

Chall: Is that so?

Kittredge: In an assistant executive director post. So he's been there ever since, I would say, the mid-to late-seventies to today.

Chall: Very good.

Kittredge: Anyway, when he signified that he was going to leave--he'd proved himself; obviously that was a job and it was worth having. The ladies were that much older. They had, you know, been doing it all themselves and they'd gotten used to having the COs and then Steve carry on from what the COs did. So then they advertised. We advertised mostly on the university campuses. I'm not sure we ever put an ad in the paper, but we advertised mostly at Cal and other universities and mostly we got them from Cal for this job.

And it was listed as an intern job in the way of wages because it was not a permanent job, but it certainly was a full-time job. And we also required them to have a car that we paid the expenses for, of course, because it was important that they have transportation to all these meetings and so forth.

So the next person we got was Steven Hill who was a graduate of Cal. And he worked I think just for one year and then he went on to graduate school. He is doing something today in the environmental field. I don't remember where he went back to school, I don't think it was Cal. I think he's still a member of Save the Bay. I'm not positive, I haven't seen him for years, but it seems to me, he still paid his dues. So he's around, but we've invited him to things and he hasn't come, so I don't know how he feels about that. But anyway, after Steven Hill, I believe, is David Fogarty. He had just graduated from Cal.

Dave was a marvelous outgoing fellow who had just a ton of personality. He was just very nice and he worked longer than two years. I guess it was a one- to two-year internship or a one- to two-year job, depending. And he worked longer than the two years because he and his girlfriend had long planned a trip to the Far East and Tibet and, goodness, all those countries over there.

And I believe the next person was a fellow who had a biology degree, I believe--Bob Blumenthal. And he was obviously the best of the crop--Esther and Kay did the interviewing and he was obviously the best of the crop, but he was older and he wasn't quite as flexible as some of the other young men. He didn't have the personality they did or something, so he never quite endeared himself to the rest of us. And he sort of had to be pushed out after two years.

After two years, he wasn't showing any signs of going any place, so the ladies sort of had to give him the warning that, well, this was sort of a two-year job. He ended up, I think, getting a job with the government testing something--the big fruit fly thing was in then and he went back to more what his background was in--I think biology or botany or something.

Anyway, after Bob was a young woman, the first woman--

Chall: Yes, I was wondering.

Kittredge: --that they hired. And basically these three ladies didn't care much for women in a lot of things. For instance, they always went by Mrs. in all of their doings: Mrs. McLaughlin, Mrs. Kerr, Mrs. Gulick. Kay would never be president. She thought it was better to have a man as president even though it was perfectly obvious she was doing the job. Anyway, Wendy was the best person at this time. Her name was Wendy Miller and she was the first graduate I have known of the new environmental science department at Cal. Her father was a professor in that department, may still be for all I know, although I would suppose he's probably retired by now. She had the job--there again, a middling success; maybe a little better than Bob, but not as good as the first couple of them. Steve and Steve Hill and Dave Fogarty were all very very nice personable young men who everybody got along with. She didn't go back to school. She ended up with a job for the water district, I think, in Los Angeles. And I think she lives in southern California to this day. She was a member for a long time, but I don't remember if she is now.

After Wendy, there was a young man named Bryan--oh, dear --Bryan with a Y. B-R-Y-A-N. And it's funny, I had to look that up to tell Sylvia and now it's gone again. It'll come to me.

Chall: Well, yes. You know, you have to go over all of this.

Kittredge: It'll come to me, but--Bryan. And, there again, we were back to somebody who had just graduated from Cal who wanted to be--his eventual goal was to be an environmental lawyer. And so he took the job. Bryan was back in the old mold--just a marvelous--I don't think I ever knew somebody as young as Bryan as bright and as--he was just fabulous. And everybody liked Bryan and we hoped he'd stay. We hoped he'd stay for two or three years. He would have because he wasn't quite ready to go to law school yet, but the EPA [Environmental Protection Agency] opened up a job in Washington that he applied for, just to see, and he got the job. He decided that it would be a

different kind of experience for him to have, so then he left to take this EPA job in Washington after just one year.

Bryan was hired the same time Nancy Goetzl was, so I remember that. They came on board at the same time.

Chall: Then that was 1983?

Kittredge: Nineteen eighty-three. He left in the summer of 1984. And that's when Barry came on. Barry had just come back from China. He had already completed his undergraduate work, where he had two degrees, I think, in economics and rhetoric, and then had a master's in rhetoric, and then had gone to teach in China for a year or so. When he came back I think he just decided that the environment was something that he was interested in. And he wanted to be involved in it and saw the notice.

Barry Nelson he got the job, although there again he wasn't the first choice. There was a young woman from Davis who impressed the women. And she must have been a crackerjack because, as I say, they weren't usually quite as impressed by women as by men. She accepted the job and then unaccepted it--all of a sudden got another offer that she wanted even more, so Barry was obviously the next person on that list. And so Barry got the job in 1984. Yes, '84.

Third Office: The Wells Fargo Building: Center and Shattuck, 1970s-1990

Kittredge: So, we've now gotten to the present players when you finished the oral history with the founders. Let me finish out with the offices, if I may.

Chall: Yes.

Kittredge: We had the office out at Kay's house where Steve McAdam was and we had the office downtown where I was. Then, the end of the Vietnam War and the flight of the Vietnamese out of Saigon and all of that. Kay's and Clark's oldest son had been in Vietnam. I think, maybe with a Quaker organization, but anyway, he had married a young Vietnamese woman, Kim--a lovely, lovely lady--and had brought her home with him. Then of course her family was in desperate straits with the fall of Saigon. All of a sudden the Kerrs were getting ready to house an uncounted

number of Vietnamese relatives of Kim's and Clark E.'s--that's Clark with the letter E for his middle initial.

Chall: I see.

Kittredge: People keep saying, "They called him Clarkie?" No, they didn't call him Clarkie, they called him Clark E. to differentiate him from Clark, [laughs] but with the initial E.

Anyway, so all of a sudden Steve had to find another office quick, because there was so much stuff that they had out there. And we heard that the Wells Fargo Building had lots of small office spaces. I heard this through a couple of people, so Kay and Esther came and looked and they found a very small office on the second floor that looked out on a light well that was pretty cheap, and so they rented that office. We all with our station wagons and what have you at that time. Elaine was working for Save the Bay--so Elaine, and Steve McAdam, and I did all the carting of all the stuff from Kay's guest bedroom down to Save the Bay because of the fall of Saigon.

Shall we end it with that? No, I had better finish the offices. I stayed on at the Wittich Building for several more years.

Chall: Oh, really?

Kittredge: And Steve was up the street in this little tiny office in the Wells Fargo Building. Well, we were a block apart. We were closer than we'd ever been before. I'd have to look up when we first started with the other office. At the same time the Wittiches were trying to sell their building. They were retirement age and they were trying to sell their building. And they sold it to somebody who rented most of the building to some division of the city of Berkeley Health Department. We were just on a month-to-month lease and so as they needed our space as well. It was a totally windowless space, but we did have glass doors out to this atrium, so it wasn't depressing or anything.

So anyway, all of a sudden I had to move; so we looked. I had had sort of half-office, half-storeroom, you understand--not only all the records, but all the paper material, all the renewal letters, the stationary, everything was in my office, the storage part of my office. So they found a little two-room space on the third floor of the Wells Fargo Building. Steve was on the second floor. And I had this sort of two-room--it had a door--a wall in the middle, but we had the doors taken

off so it was like really one big office. And we carted the boards and concrete blocks up--

Chall: Yes. [laughter]

Kittredge: --and built more shelves all around the walls. I always had tons of boxes in the middle, but room for the table where the volunteers could sit and work. That office there on the third floor of the Wells Fargo Building I inhabited for a long time, until--let's see, after Barry came he used the office.

Oh, I thought of somebody else--a young woman--who was hired at the same time as Barry for a part time job. Her name was Kimla McDonald. And she worked for one year on a special project that Kay had her do. So she worked part time, Barry worked full time. She worked part time, so actually they had two people there. And by that time Nancy was working part time and it went into full time, and she was also in that second floor office.

Chall: Got a little crowded?

Kittredge: Well, that room was a pretty biggish room and they didn't have all the boxes and storage there, so she and Barry had room. And Kimla came and went, so it wasn't awkward. Nancy shared that office, first with Bryan and then with Barry.

And then I was trying to think whether we had to move or not. Some of the Wells Fargo Building had changed hands to somebody who was refurbishing the entire building, office by office, and they got to the second floor before they got to the third. Anyway, Barry had to move before I did and so they took another one-room office on the corner, which was probably not any bigger, actually. In fact, my impression is it might have even been smaller. But they got this other office on the fifth floor, because they were refurbishing the second floor and they had to move.

So Barry went from the second floor to the fifth floor. Then I had to move from the third floor. And we found two rooms, bigger rooms--a much bigger storage room, and two actual rooms, because they both had doors--on the fifth floor for me overlooking the bay. And I loved that because when I had that office, I had a view of the bay. I had it on the third floor by looking a little bit, but I had a beautiful, beautiful bay view from the fifth floor. And so that's the office I had as long as we were in Berkeley. And it also had a table for the volunteers and so forth.

The office on the fifth floor soon became too small because Barry was the program director then. We didn't have an executive director, but by that time I think Doris [Sloan] had taken over as president. I'd have to check these dates.

Doris Sloan--she was on the board and was one of the people helping to do the transition between the ladies and the new board. She was the president for two or three years, I can't remember how many. Anyway, we operated without an executive director, certainly for over a year, with Doris meeting with us. And for the first time we really had sort of a staff. There was too much work for Barry to do for program, and so we hired Marc Holmes in August--of '86? I would say '87. I'll have to look. Well, actually, I can tell that because we have the dates of everybody on the list.

Chall: Oh.

Kittredge: [checks the list] He was hired in August of 1987. And he put up some sort of a filing barrier, or filing case barrier, but here were Barry, Marc, and Nancy--and we got our first computer--our first computer was given to us by Apple. Oh, all in that office! And it was very quickly much too small. So then they found three rooms. It was sort of a doorway with an outside office and then two inner offices on the fourth floor, but at the other end of the hall where I was. And so that's where we were. There was an office for Nancy, one for Marc, and one for Barry and then the first thing they did was hire somebody for the Restore the Bay Committee, which was Ruth Gravanis, and then we were short an office again. I don't remember what year that was. I'd have to go back and get a list that has Ruth on it.¹

Chall: Well, that's all right. Suppose we stop now?

Kittredge: But that's--and then in 1990, we moved the whole office where we could be together finally to the California Building in Oakland. And that's a good place to stop.

¹Ruth Gravanis was hired in 1989. --M.C.

Fourth Office: The California Building, Franklin Street,
Oakland, 1990

[Interview 2: October 21, 1998] ##

- Chall: When we finished last time, you had moved into the California Building in Oakland on Franklin [1990].¹
- Kittredge: Yes, I was kind of--I think you asked me how the office was structured and the people, so I was sort of talking about the people and bringing them up to date and then the various offices.
- Chall: That's right.
- Kittredge: I had just finished with the fact that we had two offices on the fourth floor and needed more room.
- Chall: Yes, we're all done with that. We've now moved--we did all that and now we're moved into the--
- Kittredge: Third floor of the California Building.
- Chall: I have the staff members who were there.
- Kittredge: I don't think I listed the staff members that were there because I know I hadn't--before we moved from the Wells Fargo Building, we had finally hired another person to assist. We only had Nancy to assist.
- Chall: Let me tell you what we have because what I'm going to try to do today is to save you, if I can, from talking too long and get what I absolutely have to have.
- Kittredge: Okay.
- Chall: And so what we have is Marc Holmes, who was hired in August of '87.
- Kittredge: Right.
- Chall: And we have Barry--
- Kittredge: Yes.

¹More on staff, pages 104-109.

- Chall: I think he's the program director. He was brought in in '84.
- Kittredge: He was program director and Marc was hired as assistant program director.
- Chall: All right. And then we have Nancy Goetzl. And then we have Ruth Gravanis, who had just been hired for the Restore the Bay Campaign.
- Kittredge: Yes, Restoring the Bay. And she was probably hired in '89.
- Chall: She was.
- Kittredge: And then we moved--
- Chall: You moved in '90.
- Kittredge: Well, let's see, maybe Ruth--we moved in '90. I was going to say was it the fall or the summer? I can't right off hand think of--but I think it was in the fall. The office was burglarized over Thanksgiving and that was not too long after we moved in, and so Ruth might have been hired in early '90--
- Chall: All right.
- Kittredge: --or late '89--I'd have to stop and see.
- Chall: It doesn't matter because, you know, anybody who's going to do a concise precise history if they want to know between '89 or '90 or whatever it is, can go to the files.
- Kittredge: I think that's true. However, in your bringing Save the Bay up to date, the Restoring the Bay plan is an important thing.
- Chall: That's right, it's very important.
- Kittredge: And the sort of history of how that came to be, starting with a board retreat, and then--
- Chall: That's what I want to get.
- Kittredge: But we'll do that later?

Gradual Changes in the Staff and the Board of Directors

Chall: Well, we may get to that today. I'm going to back up now and then move ahead. I'm probably not going to move ahead very far.

Kittredge: Fill in blanks.

Chall: What I want to do now is to go back a bit, just a bit, and find out about your relationship with the three women as a staff member. Now, they say that they held a meeting usually every Monday morning where they planned what they were going to be doing--the newsletter and other things.

Kittredge: Yes, but I wasn't involved in those meetings.

Chall: You were not. Okay.

Kittredge: Those meetings started before it was the three ladies. And around somewhere in there in this early time, Sylvia wasn't as active because she was busy with her husband who was still living but quite elderly. She was involved in other things, which she'll tell you about, like national Audubon boards and she was on Mrs. [Lyndon B.] Johnson's Beautiful America thing--

Chall: Oh, I see.

Kittredge: And she was on some national things like that, and so she was frequently traveling around the country. Then, as I say, she was busy with her husband who then began to be unwell in his nineties, so he took more of her time, too.¹

Chall: Right.

Kittredge: So when it was just Kay and Esther, they met themselves whenever they wanted to. But then when they got the COs and they decided they needed to give him--whichever young man was there--direction, and then especially when they got Steve as a permanent intern and then the people that came after Steve, they had this generally every Monday morning meeting out at the Kerrs' home. It was always out at the Kerrs' home as opposed to more general meetings. These were more usually held at the

¹"It was more than that. I was busy with my teenagers. Don didn't begin to be "unwell" until later." --S.M.

McLaughlins' house. And then board meetings--and I'd have to look this up--

The Board Meetings, 1960s-1980s

Kittredge: Board meetings were often held, for a long time, at Dorothy Erskine's in San Francisco on Telegraph Hill. Now this was convenient and inconvenient. Parking was terrible, as it's always been on Telegraph Hill, but the fact that we had people living in San Francisco, people down the Peninsula, Marin County, East Bay, people seemed to think that it was the most centrally located. And Dorothy Erskine loved having us come there because she had gotten fairly elderly by that time and enjoyed having us come to her. She always came to the meetings and usually fell asleep before they were over with, but was just such a charming lady. And it was a lovely, lovely house on Telegraph Hill with an expansive view of the bay. We felt like we were sitting on top of the bay, practically, so that's where we held the board meetings for a long time.

Board meetings were sort of an interesting thing. At one point I took minutes, then Sylvia went back to taking some minutes, then Sylvia decided she liked me taking minutes. I could go, and I remember having a discussion with Esther whether I should keep track of the time I spent. And the idea was that I didn't have to go to these meetings, so if I wanted to go to the meetings, I would do this on my own. So for many of the years, this was as a volunteer. I charged for the time it took me to write the minutes up, but as far as going to the meetings and taking the minutes, I was not allowed to keep track of that time because I wasn't supposed to be paid for it.

I gather, seems to me, even Steve McAdam was not paid and he finally made a fuss. And then we both just started taking--deciding that, for gosh sakes, we did all this work--Steve made reports and I took minutes and also answered questions and all kinds of things--so we finally just sort of--

Chall: Paid yourselves. [laughs]

Kittredge: I just started keeping track of the time. It seemed like I should be being paid for those couple of hours or so if I was going to have to do it anyway. I wanted to do it anyway because it was helpful to me to go to the meetings since I was the main person in the office all week. Then I knew what was

going on in order to answer questions to public and press and whatever else called in--although, I did not talk to the press.

There was sort of a rule that staff or even board members didn't make statements to the press without getting it checked out by the board. So only the board members--preferably Kay, answered questions. And they were always available--Sylvia and Kay and Esther always let us give their phone numbers to people --especially reporters asking questions. So that's sort of another interesting sideline as to how we worked.

Selection of New Officers

Chall: For many years each one of the three women held a particular post.

Kittredge: Yes, all the while they were board members they did. After everything was turned over to this more general board, the officers changed [1986]. The first secretary, I can't think who it was, but there again, she didn't do anything; she was there because bank records and things had to be signed by a secretary, so I wrote the minutes and signed them secretary pro tem the way Sylvia always had, which was a little odd because she [Sylvia] was the secretary, supposedly, all the time she was an officer.¹ Kay was just a director. And Esther was just a director. She went off, she was no longer treasurer. Dexter Chan was the first treasurer after Esther. And then the first president after that was Doris Sloan.

Will Siri was the president for twenty years. After him Doris Sloan. We had three vice presidents, usually. Kay was always one of them and Barry Bunshoft was always one of them, and frequently other people. Dwight Steele was the vice president for many, many years. So when the change happened, which, as I say, was after the twenty-fifth anniversary--sometime between the twenty-fifth and the thirtieth was when the changeover came [1986-1991]--the only thing that was really

¹"I never signed my minutes "secretary pro tem" since I was the secretary. I think Janice was confusing the pre and post time (1986?) when the officers changed under President Will Siri and Doris Sloan. Up until that time as secretary, I had signed the bank cards and cosigned all the checks, and in the early years written the minutes. I have many boxes (still to go to The Bancroft Library) to substantiate this." --S.M.

remarkable was that the three ladies didn't have an official job anymore.

Doris Sloan was the primary person. They set up committees. They set up a Personnel Committee to put together a personnel manual--that was mostly handled by Doris and Dave Fogarty, who had been a previous intern and had come back after a number of years doing other things and was now a board member.

Chall: I see.

Kittredge: So Dave Fogarty was a board member for a short while--a few years--after the three ladies stopped having total control.

We realized that Nancy couldn't do all of the assisting because, as we were talking about last week, she was pretty much in charge of getting the membership renewal envelopes out. She and I both did that with the few volunteers we had at that time, that came into the office every week. I was trying to think when Debbie came. It's Debra. D-E-B-R-A was how she spelled it. She took the job. And this was in the fall of '89 I guess or the spring of '90, there again--around the same time as Ruth because I remember she did most of the packing up to move from our Berkeley offices to the new office in Oakland. She did a lot of that packing up.

Chall: She was hired to assist whom?

Kittredge: She was hired to answer the phone, primarily--the reception job--and then to assist in whatever ways--filing and what have you--that Nancy had been doing. Nancy had more membership things to take on. She went back to her maiden name Park, but I don't remember just when--after she was divorced. So she was Nancy Park, then, in the records.

We tried to get somebody for that job where they would stay at least a year. And Debra didn't because she got a chance the next summer--I guess that was in the summer of '91--to get some sort of a grant or some sort of a job to do some environmental studying project in Alaska. So she left. And then we took quite a while to find a new person. This time we were in the office on the third floor of the California Building.

The next person to take that job was named Lise Buntschuh. It's Lise--L-I-S-E. And she pronounced it Lee-ze like it had two e's but you didn't spell it that way. She was

very particular about how you pronounced her name. Not Lisa--Leeze--with an e on the end of it instead of an a.

Board Meetings (continued)

Chall: Now, let me go back to the board meetings. You said that prior to the time when the change came the board met at Dorothy Erskine's house.

Kittredge: Well, no--

Chall: Then you eventually--

Kittredge: I was trying to think--when did Dorothy Erskine die?

Chall: I'm not sure, but that's a date that's available [September 21, 1982].

Kittredge: And that's probably when they stopped meeting at Dorothy's. Or it was before that because I think her health was poor. Even before we stopped meeting there, her son, who lived in the other part of this house she had on Telegraph Hill, used to come and make sure that the place was open for us and that we could get in and so forth. So we met there and after we stopped meeting there, we didn't have any other place to meet in San Francisco. It seems like we tried a place or two--no, that was later on. So we started meeting at Kay's house, because the people in Marin County said it was just as easy for them to get to El Cerrito as it was--

Chall: Maybe easier.

Kittredge: It was farther for the people who lived in Palo Alto and down the Peninsula, yes, certainly to meet there. I don't know why we didn't meet at Sylvia's. I think probably because Don was sick, so it's probably that she didn't want to have regular meetings there anyway. Then we had the meetings at Kay's house for years and years and years, it seemed like, or an awful long time--a number of years.¹

Chall: Did the board members attend?

¹"Many board meetings were also held at Sylvia's and the "three ladies" and Martha Benedict made cookies." --S.M.

Kittredge: Board members attended the board meetings because it was practically the only thing the board did. Two or three times in this whole period board members had tried to do other things--individual board members--but Kay liked running things her own way. And since she did the day-to-day stuff, it was, you know, easier. So generally what happened is that the board members gave in and just came to board meetings to listen. Kay tried to have a speaker at least every other meeting, so they were sort of like educational. When the film came out, we showed the film to the board--various and sundry things like that.

I don't remember agendas being made even for these meetings. It was generally Kay and Esther had things that needed to be voted on. There was nobody that really paid much attention to Robert's Rules in those days and so, as I say, it was pretty informal. Will called the meeting to order, I guess, and minutes were generally approved--since we mailed them out. I mailed out minutes and an agenda, showing who was going to speak or what generally we were going to talk about to people along with the minutes. So that's true, I mailed those out a week ahead. So we did have those.

Meetings generally lasted a couple of hours, with tea and coffee and cookies. It was after dinner. They started at seven-thirty and went to nine-thirty or maybe as late as ten on occasion. But most of the time no real substantive work, I don't think, was done, simply because Kay and Esther and Sylvia, when she was able, met with the staff members.

The staff member was generally just the one person, the intern person. For a while they thought maybe Nancy should go but then they decided there wasn't any need; she just sat there and wasn't needed for anything. And Barry could take notes by himself if he needed notes and I always had other things to do. I didn't generally do any of the work. Well, sometimes I would type up letters or something like that and then either I did it or I had Elaine, and then Nancy, help me with it.

Thank you letters for people who gave us more than twenty dollars were always written with Esther's signature. After a while I got to know Esther's personal friends and so I could write those almost as well as Esther could. And I had a signature that was rather close to Esther's so I generally signed her name. In those days, Will Siri had no objection to people signing his name and so everybody got very good at forging Will's name. But if there was anything at all controversial, of course it was certainly checked with Will before his name was put on anything.

Chall: I'm just getting an idea of the meetings--

Kittredge: That was sort of the way the board meetings went through the changeover of the ladies. Then there was a changeover. When the ladies went and Doris was the president, it was felt that we had to find--you know, we had to have some other place to meet, couldn't meet out at Kay's.

Kay was no longer an officer. And then some time in the first year or so after she wasn't an officer, she left the board completely. She and Clark were doing some traveling and I think she sort of lost interest for a while. She's now more interested and seems to be more interested now than she was back then even.

But I was trying to think--I'd have to go back and look at the minutes, to see where we met. I know we did move around a bit. We had a couple of meetings in San Francisco and a Bank of America board room that we--

Chall: Well, suppose that we just let that go, because that will be in the minutes. We'll find it.

Kittredge: Certainly, the minutes will tell us.

Chall: Well, let me find out, then, not so much about where you met, but the fact that when the women did give it up, which was certainly by 1988--¹

Kittredge: No, I would say it was closer to--okay, '88 sounds about right. And that sounds like probably when they had this board retreat, too.

The Board Retreat: The Beginning of the Expanded Program, 1988

Chall: Oh, I see. Well, tell me about the board retreat.

Kittredge: Well, that retreat was not just the board but staff, too. It was held up in the North Bay. One of our board members--Fran Brigmann--lived on Day Island, which is a wonderful place owned

¹During 1988, board meetings were held occasionally in the Kerrs' home. Kay Kerr left the board June 26, 1989, Esther Gulick remained on the board as treasurer through 1987. She died in 1995. Sylvia McLaughlin is still an active member of the board. --M.C.

SAVE SAN FRANCISCO BAY ASSOCIATION

Board of Directors Meeting - 1/25/88

7:30 p.m., Kay Kerr's home, 8300 Buckingham Dr., El Cerrito, 529-1910

AGENDA

5 1 Approval of minutes of Board Meeting of 1/4/88

5 2 Financial Report - Don Weden

5 3. Election of President

The Executive Committee recommends the election of Doris Sloan as Acting President.

5 4. Election of Secretary

The Coordinating Committee recommends the election of Fran Brigmann as Secretary of the Association

5 5. Organizational Structure

Both the Executive and Coordinating Committees have met since the 1/4/88 Board meeting to discuss the structure and internal operation of the Association. The minutes of the meetings are attached and provide background information for the following recommendations presented by these committees for your approval. Specific action recommendation is underlined.

15 a. Expand Executive Committee to include committee chairs. The quorum should remain at four, and include at least two officers. The Executive Committee would replace the Coordinating Committee. By-Laws need to be amended.

5 b. Retire the Planning Committee, its task finished. The remaining transition will be overseen by the Executive Committee

15 c. Appoint two new Vice-Presidents, one each for Administration and Program, to oversee administrative and program staff respectively. Approve Dave Fogarty as Administrative VP and Lynn Tennesfoss as Program VP. Officers would be President, Secretary, Treasurer, Vice-President for Administration, and Vice-President for Program. Amend By-Laws to reflect change.

5 d. Approve the recommendation that the Personnel Committee comprise the President and the Vice Presidents for Program and Administration

10 e. Approve appointment of Committee chairs, committees and newsletter editor by the President. When the President is also a Committee chair or newsletter editor, the Board should make the appointment. Accordingly, you are asked to approve Doris Sloan as continuing newsletter editor. To date she has held this position as a volunteer.

10 6. Administrative Procedures

The Coordinating Committee recommends the following chain-of-command when clarification of administrative matters is needed. Vice President for Administration, Personnel Committee, Coordinating Committee, Board.

10 7. Time and Place of Board Meetings

The Coordinating Committee recommends that Board meetings begin at 7:30 and end promptly at 9:30, without a mid-meeting break. Coffee would be ready at 7:00. Staff would be available before and after the meeting for discussion with Board members.

The Coordinating Committee recommends that Board meetings be held in San Francisco in the Rialto Building in the offices of either TPL or POS, 116 New Montgomery St., which is near BART and has a parking garage across the street.

5 8. Responsibilities of President

Because the Acting President will be concerned primarily with internal organizational matters, Board members are asked to volunteer to help with public functions, such as attendance at conferences and events, and presentation of programs about the Association.

15 9. Committee Reports

a. Personnel Committee recommends that the Health Plan recently instituted for staff be made retroactive to July - Dave Fogarty

b. BCDC, Parks, Water, Wetlands Committee meeting reports

10 10. Suggestions on Procedures at Meetings of the Board of Directors. Do you approve the following?

a) Board should concentrate on deciding policy issues to guide the Association
Details of implementation should be referred to the appropriate committee

b) The agenda should specify who will present each item and should allot time for each item. Action items should be identified.

c) The agenda should include up-coming important dates, a calendar of Committee meetings and the date of the next Board meeting

d) Deadline for Committees to get items on the agenda is the 2nd Friday preceding a Board meeting

e) The packet for Board meetings should include background information for action items on the agenda

f) Other suggestions include a Consent Calendar and New/Old Business divisions of the agenda.

12. Other

13. Adjournment - 10 pm

Important Events: 1/23 Oceanic Society Symposium on Toxics in the Bay, at the Bay Model; 1/30 BAEER Fair; 1/30-1/31 PCL Legislative Symposium in Sacramento

Future SSFBA Committee Meetings: Parks, Water - 1/20, Wetlands - 1/25, Coordinating - 2/11

Next Board Meeting 2/22

by Fish and Game, I guess. It had a home on it that she and her husband lived in. I don't think anybody lives there now. It is owned by--I don't know whether the San Pablo Wildlife Refuge, or one of the agencies.

She worked for the Marin--some sort of Marin County planning thing, which is why somehow or other she was able to live there. It was a wonderful place, like living right in the marsh. It was just fabulous--a nice place for a retreat. Anyway, we had an all day long retreat. Don Wedon was the facilitator, you would say--to sort of try to figure out where Save the Bay was going to go for the future.

Restoring the Bay Campaign

Kittredge: This was in the summer, probably, of '88, or it might have been '89.¹ And the main thing that was decided on is that they would like to emphasize restoring the bay rather than just bay protection, that the time had come to do more restoring. And so the Restoring the Bay campaign started. The San Francisco Foundation funded this first phase, starting with putting together a coalition of all sorts of other environmental groups all around the bay. There were thirty-four, I guess, of them, and Ruth Gravanis was--. Then meetings were held.

I think that's when they explored the possibility of getting funding for such a thing. San Francisco Foundation came up first with a small amount of funding, a few thousand dollars, just to see--I guess to do a feasibility study, really. Probably that is what that was. And these meetings were out at the [San Francisco Bay National] Wildlife Refuge in Newark near the Dumbarton Bridge to gather all these groups together.

We didn't have anybody hired for a position then, because we were still exploring what needed to be done based on the original nugget of an idea that came out of the board retreat. And so what they were doing with this is deciding what they needed to do. And it was decided to get all of these people from all of these various organizations together.

It was decided that they needed to do a restoration plan. And they decided to publish a book and apply for an official

¹The date of the retreat was August 27, 1988. --M.C.

grant. So as a result of that, we had people applying for the job of being coordinator of the Restoring the Bay Campaign. That's what it was called, the Restoring the Bay Campaign. So Save the Bay was just acting as the--

Chall: The coordinator.

Kittredge: Well, yes, the overall umbrella for these various organizations. And then Ruth was hired. We then got a second grant--it was a \$75,000 three-year grant from the San Francisco Foundation. Of course everybody always requires matching grants, so we got a Columbia Foundation grant which was, well, it was for two or three years, I don't remember. It was at least two years. And then there were more funds. I'd have to look back.

Chall: No, that isn't necessary. That information is available.

Kittredge: Yes, and so this is where things were mainly directed.

Chall: I see.

Kittredge: Meanwhile, our other program activities that we had always done: the keeping track of BCDC, and all that that entailed, was pretty well turned over to Marc.

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Kittredge: Then Ruth handled this Restoring the Bay Campaign, which involved all kinds of things: wildlife, restoring marshes, and doing all kinds of things like that. So that's sort of how the program--the conservation program, they called it--it was at least three areas, with basically three program directors. Before that, while Doris was still president, she had decided that she didn't really have the time. She was functioning like an executive director. She and the board talked about it and they decided to make Barry executive director in addition to handling the water issues.¹

Chall: Oh, I see.

Kittredge: He has always had the water issues. I mean, originally, of course, he had everything. When Marc came, Marc pretty well began taking over the BCDC things. From time to time we had law suits on various and sundry things.

¹In March, 1990, Barry Nelson was appointed executive director, after a six-month period as acting director. --M.C.

Chall: Yes, and he dealt with those?

Kittredge: Well, it depended. If it was water, it was Barry's.

Funding: Foundation Grants

Kittredge: This was the first time that we really started to get funding other than just from the members. We finally started getting foundation grants and so forth. In the past, the only time we'd ever tried to get anything from foundations--and primarily that was the San Francisco Foundation--was for small things.

We got a small grant to help with the first film that was made in the sixties. And then we got a small grant--a couple of thousand dollars--to help organize slide files. That's while Steve McAdam was there. And then with the Restoring the Bay Campaign was when we first began to be like some of the others.

We had gotten some funds from the Goldman Foundation--the Richard and Rhoda Goldman Fund, I think is what it's called. And they've always been unique in that they realized that organizations need operating funds, so their grant which started out at \$5,000 was money that was given to us almost without our even asking for it because they knew we needed it.

Foundations like San Francisco Foundation and the Goldman Fund were also I think sort of instrumental in encouraging Save the Bay to do this coalition effort. They were very desirous of having one organization come to them for money for the bay instead of having sixteen or eighteen different organizations, say, "Well, we want to do this for birds over here, and we want to do this for education over there," so they encouraged it.

Somehow I think it worked to a degree, but I think to this day, foundations often sort of tell groups like Save the Bay and other environmental groups what they are interested in, which sort of makes it a cooperative area in designing programs that will meet funding requirements as well as meet the program requirements that the organizations need.

Chall: It's interesting.

Kittredge: It's a little bit of--

Chall: Synergy. [laughs]

Kittredge: Collusion, yes, right.

Chall: That's interesting.

Kittredge: At least, that's what it seems to me. I never had anything to do with any of it, particularly, because that wasn't my area of expertise. Meanwhile--you might say, back at the ranch--back at the office, with Esther leaving, I did basically all of the financial things. I kept getting more and more financial things, of course, as we added staff members. Then the new board was very interested in raising salaries to a reasonable level and putting together a personnel manual that was like an official organization, instead of the way it had always been just working for the three ladies, so to speak. And you know, regular vacations.

Chall: Yes, they made you a real institution.

Kittredge: A real organization. So that's how I almost became the financial administrator--by default, really. And as I said, in the latter years, because of Esther's failing health with Alzheimers, I pretty well did it even before she left the board.

Board of Directors: The Transition Team, 1988-1989

Chall: Now, you mentioned the new board wanting the personnel development. Tell me about the new board. Was it that new board that selected Barry to be executive director? Was that a board decision?

Kittredge: I don't remember it being a board decision, but then, they might have had some sort of executive session that I would not have been in. But it is true, this would have been the board. And when I say new board, I guess there have been lots of new boards. I think one thing I forgot to say, and this is something you really should talk to Don Weden about, because he was there the whole time. He's the immediate past president. He is no longer on the board, because he felt that he'd been on twenty years--finishing up with two years as president through this very trying year that just passed. But Don Weden is very important because the board members that we had in the late eighties, this transition period, were extremely important. They did something independent of Kay and Esther and Sylvia--not completely independent, because the ladies knew and they knew that they were going to have to give it up eventually--

Chall: Oh, yes, they knew that. Definitely.

Kittredge: Don Weden was chairman of a subcommittee at that time to look at how things were going to change. The chief architects of this planning were, I would say, Don Weden and Dwight Steele; they would have been the chief architects, along with Doris Sloan. Dexter Chan was another. He was also the first treasurer after Esther.

These directors were very important at this time in trying to figure out how the organization would go forward once the three ladies were no longer active.

Chall: That's very important, yes.

Kittredge: That was around the same time as this board retreat, so I'm sure this board retreat was, there again, part of it. I was trying to think, I'd have to go back and look, I don't remember whether Kay and Esther and Sylvia were at that retreat. I'd have to go back and look. But I kind of think--well, I don't know--I kind of think Esther was, but I don't have a good--I can't picture her being there in my mind. Anyway, so these are all the parts of it that were important.¹

One of our board members was Roy Gorman, who was an environmental lawyer. And he was probably active in this work [the changeover], too. And he just went off the board, so he would have been on the board for, well, maybe not quite twenty years, but pretty long. Anyway, he had his office, environmental law office, in downtown Oakland in a building that was red tagged [after the 1989 earthquake], so he immediately had to get all of his stuff out. He found the California Building and he and his partner took one of the floors there and recommended it to Barry--we were looking. We could get space there.

It was a small building with small floor plans so we took the whole floor. We took the whole third floor, which had just a few walls in it. They put up a couple more temporary sort of walls, so we had a couple more offices, but it was mostly just an open space that then we sort of divided up with cubicle barriers and filing cabinets. My office continued to be both my office and storage. [laughs] I always seem to inherit boxes and boxes of printed material and so forth. And so that was something that was also, as I say, necessary. We needed to move. And the earthquake helped push that along.

¹"Sylvia was at that retreat." --S.M.

Long-term Board Membership

- Chall: That's interesting. You talk about people being on the board for twenty years. Were there no bylaws which set up term limits on the board members?
- Kittredge: No, the board was reelected every single year. I know we had a membership meeting once a year. In the years that we had our big Saturday conferences, it was held in conjunction with the conference. In other years it was held as generally a half-day membership meeting, held in places like the Bay Model in Sausalito, or the Oakland Museum. Once we had it on Coast Guard Island. Places like that. And this was the one time a year when our members were invited to come to something. We did not charge for the meetings, but we did charge for material given out at conferences and for lunches.
- Chall: Oh, so it was a self-perpetuating board.
- Kittredge: It was a self-perpetuating board. The bylaws were originally put together by Morse Erskine, actually. The organization had been incorporated earlier in '62, I think. In '64, they had their nonprofit thing.
- Chall: Yes.
- Kittredge: I think the first time they had official bylaws and so forth was '67, I think.
- Chall: Did that change?
- Kittredge: Then those bylaws were greatly amended. I think the articles of incorporation have been changed several times, too. Those are all recorded in the files. The extensive changing that went on in--I'd have to look back--was led by Dwight Steele and was part of the State of California's efforts to make changes in their nonprofit regulations. So all the changes that were made were to comply with the new state regulations. And Dwight did this. I remember we had a vote, and that happened to be a conference year because I remember that was all done at Boalt Hall and I typed the bylaws and the articles of incorporation a number of times.

But to go back--it's really interesting that you should bring that up because that's still a question--we still don't have term limits for board members and that's one of the things that they're trying to decide.

Chall: Oh, I see.

Kittredge: Currently--at this stage. And I think by 1999 we probably will have staggered term limits for board members the way most many organizations do. I think we won't have this self-perpetuating--but you see, for many years, it was just run by Kay and Esther and Sylvia--

Chall: And it worked.

Kittredge: --and Will, who was agreeable to being, I guess what you'd really call a figurehead president. He did whatever Kay asked and was willing to lend his name and make speeches when necessary and so forth. His name was known because he had previously been Sierra Club president for a year or so, so it was felt that this was a good thing.

And the other board members were invited on. There was a nominating committee procedure in these bylaws, and generally everybody was asked whether they wanted to stay on and if they did then they were voted on at this annual meeting. And we did this because we always had a meeting every year until, oh, sometime in the nineties when they didn't want to have a meeting or a conference and so we sort of changed it to a ballot in the newsletter. And that's been going on now for six or seven years, I would say, at least. We started doing that I think before they changed the bylaws.

Now we did change the bylaws, probably in '91, '92. We had a very nice pro bono lawyer in San Francisco [Sam Livermore] who agreed to do it for the organization, as I say, pro bono. So the bylaws were changed to conform, there again, to standard things. And then the board went over them--a committee and then the board went over them to make sure they were everything they wanted. And then they were accepted as done. And there have been a few minor changes since then, but I think they're getting ready to want to make several more changes now that haven't been made. Most of the changes that have been made up through to today, so to speak, have been minor ones.

Chall: Although I have noticed over the years that there have been new names on the board.

Kittredge: So what's happened with the board is that people stayed on as long as they wanted to--as long as they were interested. But some people decided that there wasn't enough for them to do, because there really wasn't, and just going to a meeting every month was not what they wanted to do. Other people liked not

having anything to do, I think, [laughs] and liked the prestige, I guess, of being on the board. So various people came on the board because they had some sort of expertise or, you know, something that they thought would be a useful talent to have on the board. And everybody, pretty much, who came on the board had an interest of some sort that was brought to bear.

Then they went off the board when they got less interested or finally, in cases where they just sort of stopped coming to board meetings, they just sort of decided, "Well, since you're not coming anyway, why don't we put you on the honorary board." And what was originally an advisory board sort of became a graveyard for ex-directors--not completely, but to a degree. Every past director didn't end up on the advisory board, but a good many of them did and are still there and are still active, wanting to come to things and be active in advisory form. We've contacted them at various times to help us and so forth.

The Changing Newsletter

Chall: Now, I guess for a long period of time Kay Kerr was the editor, the author of the newsletter. When she went off, you had to have a newsletter editor.

Kittredge: Well, it's interesting, Kay never really wanted to call it a newsletter. And if you look at the format in those days, it didn't look like any newsletter, it was just a letter to members. It said, "Dear Members."

Chall: Yes, that's right. [laughs]

Kittredge: It didn't look like a newsletter of any sort. Barry wanted to have a newsletter that looked more like a newsletter. Don Weden, who enjoyed playing with his new Macintosh computer, set up the format of the Bay Watcher and came up with the name and everything. We had used that Bay Watcher name on committees of the bay for one reason or another--

Chall: Now, let's see, so this is--so before we had the Watershed--

Kittredge: These were white, printed in blue.

Chall: I remember them.



Save San Francisco Bay Association

P. O. Box 925 - Berkeley, California 94701

Membership Newsletter November 1970

Annual Meeting

Academy of Sciences, Golden Gate Park

Friday evening, December 11

"From Crises to Crises"
(see page 4 for details)

THE NEW CRISIS

Bay Plan
change
would increase
Bay fill

At its November 5 meeting, the Bay Commission voted to begin a 90-day notice period preparatory to consideration of possible changes in the Bay Plan. This action was proposed to accommodate the Port of San Francisco which desires to build large structures in the Bay for income-producing purposes.

What to do!

At an emergency meeting, the Save San Francisco Bay Association Board voted to oppose the suggested changes in the Bay Plan. When applied all around the Bay they will inevitably reduce the area of open water to the detriment of the Bay and the Bay Area environment.

Attend
critical
public
hearing
January 7

Members are alerted to the public hearing scheduled for Thursday, January 7, at the State Building, Room 1194, 455 Golden Gate Avenue, San Francisco, at 2 p.m.

Write
now

Please keep this newsletter for the basic information and as a reminder about this critical public hearing. Extra copies are available upon request.

An
impressive
tally

More than nine hundred letters, cards and telegrams in opposition to the mammoth Ferry Port Plaza application of the Port of San Francisco have been received by the Bay Commission; a half a dozen letters supporting it; and an additional 3500 opposing coupons received from Duskin's advertisement in the Chronicle.

which does
not apply

This opposition is a clear expression of public concern but it does not apply to this Bay Plan change proposal. Another letter is needed regarding the Bay Plan change. Letters should be sent to the Bay Commission (B.C.D.C., 507 Polk Street, San Francisco, Ca 94102).

Note: Ownership of nearly half of the Bay is claimed by private and local public bodies such as ports and airports and local cities and counties that might wish to profit from filling or by building large income-producing structures in the Bay. Should a natural resource belonging to all the people be sacrificed?



The Bay Watcher

Newsletter of Save San Francisco Bay Association

Volume 26 No. 3

September 1987

CRITICAL BAY/DELTA HEARINGS

Association members will have their only opportunity to participate in a public hearing on the importance of non-polluted fresh water inflow to the Bay and Delta at 7:30 p.m., Tuesday, September 29.

The meeting will be held by the State Water Resources Control Board at the Contra Costa Water District, 1331 Concord Ave., Concord (see map, p. 2). The purpose of this hearing, which is part of Phase 1 of the 3-year Bay/Delta hearings process, is to determine reasonable levels of protection for the values of the Bay and Delta. This may be the most important opportunity in a decade for the public to speak for a living and healthy Bay.

Central Valley agricultural and some Southern California water interests have been able to insure that the Southern California public hearings show support for maximum water diversions, even at the expense of the Bay and the Delta.

The hearing on Sept. 29th is intended to provide the public with an opportunity to present its views on the appropriate levels of protection for the Bay. Other Phase 1 hearings will be concerned with technical testimony. Phase 2 will lead to a draft water quality plan, and Phase 3 will result in a water rights decision to implement the standards adopted by the Board. The decisions which come out of these hearings will have far-reaching implications for the future health of the Bay and for the five million residents of the 9-county Bay Area.

A new study by the Tiburon Center for Environmental Studies indicates that the Bay is at a critical point due to the diversion of approximately 60% of its historic freshwater flows. "We must make fundamental changes or the Bay will fail to exist as we know it", according to Congressman George Miller (D., Pleasant Hill), Chairman of the

(continued on p. 2)

SPECIAL FUND APPEAL

By the time you receive this newsletter, all Association members should have received a fund appeal, the first major appeal in Save-the-Bay's twenty-five year history. Responses have been very heartening. These special contributions, large or small, will make a great difference.

The Association's dues have remained at \$1 to allow as many people as possible to join, receive the newsletter and add their voices to our efforts to protect the Bay. However, in the past several years, serious threats to the Bay have been increasing.

More frequently, the Association has been forced to seek protection of the Bay's wetlands, water quality and shoreline access through expensive legal action. As a result, in 1986-1987 expenditures exceeded income by \$47,000.

The fund appeal letter lists several serious threats to the future of the Bay, including efforts to divert more freshwater from the Bay, threats to fill Bay wetlands, toxic contamination in the Bay, a proposal to weaken the Bay Conservation and Development Commission, and over-development on the Bay shoreline. Another program staff person has been hired to assist in addressing these issues (see p. 2).

The Board of Directors has set a fund appeal goal of \$75,000 to erase the past deficit, to support the new staff position, and to fund legal and educational activities.

Now more than ever, the Bay needs our help to protect it from multiple serious threats. Contributions are tax deductible and should be sent to the Association at P.O. Box 925, Berkeley, CA 94701. If you are unable to contribute at this time, your help in recruiting new members is always welcome.



Watershed

e Newsletter of Save The Bay

Winter 1998

Appeal to Governor Gray Davis For *Bay Agenda 2000*

It has been many years since California had a state government receptive to the message that the Bay and Delta desperately need help. Save The Bay has launched a campaign appealing to California's newly elected Governor Gray Davis and a new State Legislature for early and aggressive action to protect and restore the Bay-Delta.

Bay Agenda 2000 calls upon the Governor and Legislature to take some basic steps before the end of the Year 2000:

- Clean up pollution, so the Bay can be safe for fishing again;
- Increase tidal wetlands by converting diked fields and salt ponds;
- Stop destroying sensitive shoreline and filling the Bay;

- Reduce diversion of vital fresh water from the estuary;
- Enforce laws that protect the estuary, and
- Appoint champions of the Bay-Delta to care for it.

The new state leadership could begin immediately to reverse more than a 150 years of destruction in the Bay and Delta, reducing pollution and restoring wetlands habitat to save endangered fish, birds and other species. But there will be many issues competing for the attention of Davis and the legislature, and there will be powerful, well-heeled opposition to improving Bay-Delta protections. So Save The Bay has launched a campaign and petition drive to promote *Bay Agenda 2000*.

Save the Bay has identified the most important positions Governor Davis will need to fill at agencies, boards and commissions, including the Bay Conservation and

continued on p. 3...

Kittredge: And they were called the Bay Watcher.

Chall: Right, okay.

Kittredge: And they went up to about eight pages, I think, was the most. We might have had a twelve-pager. Anyway, so by this time, we finally had our first computer, which was given to us by Apple --a Macintosh. Then we, little by little, added more Macintoshes and the Pagemaker software, which is desktop publishing. The early days of desktop publishing were from Macintosh and Pagemaker software. And as I say, Don Wedon set the first format.

After Kay stopped--actually, the first one that we did I think was before Kay left. Barry did it and then she sort of edited Barry's thing. After, Doris volunteered to be editor. This is before she was elected president. And then after she was president, she still wanted to keep on being editor of the newsletter, but actually it was staff-driven.

Barry decided what was going to be in it with suggestions from the rest of the staff. It was written by various staff members. And Nancy Goetzl, who was a journalism major at Cal, more or less volunteered to learn the Pagemaker software and do it because she did have a journalism expertise officially--had worked for newspapers and so forth. So she actually did the construction of it. And then I was in charge of getting it printed. I generally was the liaison between the printers and the mailers throughout all of those days.

Chall: [laughs] Oh, hello there. Your dog is looking in [through the window].

Kittredge: Yes, I don't know why Craig has left her out there. She's learned that she can see us. So the newsletter went from being just a letter to members--whatever that thing was called. That letter that Kay wrote to members was the closest thing we had to a newsletter. And it came out on no particular basis. I sort of told Kay that she ought to get one going when I started getting phone calls from people saying, Gee, were they still on the list, because it had been such a long time since they had received a letter that they wanted to make sure nothing had happened to their name on the mailing list.

Chall: I see.

Kittredge: A number of times that happened. Other times, of course, something would come up that Kay would want members to write about or do something about or possibly contribute funds for.

As I say, all of our funding came strictly from members in those days as a general contribution that they gave on the anniversary of their joining.

Membership and Lists

Chall: Well, now, speaking of membership, over the years the membership has increased, but in those particular first, formative new years, was there an attempt to gain new members?

Kittredge: Yes, there was a continual attempt. And that was one of the things, since my job originally was membership, that was my chief responsibility in addition to setting up and keeping a renewal program going. I was constantly looking for lists. And in those days nobody was on a computer, so you couldn't get computer lists anyplace. What we had to do was get rosters and lists and find volunteers, many of them in their own homes, of course, to hand address envelopes that then were stuffed with a letter and a return envelope, asking them to join. And since we couldn't check them anyplace, with a P.S. saying that if they were already a member, to pass it along to a friend, or to excuse the duplication sort of thing.

I remember, at one point we did the entire faculty at Cal because we had access to people's lists. We tried to have lists with people's home addresses on them rather than business addresses because we felt people paid more attention to mail that came in the home. And in those days, we weren't so burdened down with junk mail because of the lack of technology. Nowadays, everybody gets far too much mail everywhere because of computer mailing lists.

There again, we exchanged with other organizations. Save the Bay had an early board ruling that exists to this date: we never sell the Save the Bay list and we only exchange it for a like quantity of names with other similar organizations. So that was it, we never used it for any political causes, we never used it for anything that was the least bit suspect. And there were even some environmental groups such as Greenpeace that they didn't want it used for because they didn't care for Greenpeace tactics. This was something that Esther felt very strongly about. And these principals hold true today; they've never rescinded them.

These are still true, even though there are now organizations such as Names in the News that make a whole

business of providing lists. And Save the Bay's always had a good reputation. We always have more people wanting our list than otherwise, even though our dues are the smallest of anybody's.

Chall: Right.

Kittredge: Our dues being just a dollar, which also goes to this day. A number of people disapprove of that and other people think that was a unique thing. I personally, myself, thought it was unique and that we wouldn't get any more money if we changed the dues to five dollars. In fact, we might get less. Five dollars was a more reasonable figure.

II THE BOARD OF DIRECTORS COPEs WITH THE PROBLEMS OF EXPANDING PROGRAMS AND STAFFS, AND FINANCIAL OBLIGATIONS, 1990-1998

[Interview 3: December 3, 1998] ##

Chall: I think that now we were going to dwell maybe on staff and management more than all the changes in policy directions, although they do come to the fore.

Kittredge: Yes, well, the policy directions show up in the newsletters. And you'll get more of those from Sylvia when you talk to her, I think.

Chall: That's right. I think so.

Kittredge: But I think you ought to talk to Doris Sloan. And if you could, talk to Trish Mulvey, too. They and Don Weden were the three presidents. Don Weden was in this last go-round with all the horrible things that happened last year.

Chall: Yes, he was very important. Now, I'm just going to back up a little bit.

Kittredge: Sure.

Recurring Problems: The Role of the Executive Committee, Budget Deficits, Goals, Staffing, Setting Goals and Priorities

Chall: I went through the minutes of the board meetings from about 1987 to 1998. I skipped some, but I took notes. It seems to me that--now, we'll go into this in detail--that one of the problems that recurred constantly was the relationship between the board and the executive committee when there was an executive committee. Who should be on the board, how often they should meet, and their responsibilities? That was a recurring problem from 1987 until today.

Kittredge: Yes.

Chall: Another recurring problem was the budget. It was almost always in deficit.

Kittredge: Well, that was--okay, you're going to ask me questions.

Chall: Yes and then you're going to fill in. I'm going to go back to this. Another recurring theme really wasn't a problem: it was how the board wanted to use their agendas--and set priorities. The board was always setting goals: setting priorities, setting priorities for the programs, for developing coalitions.

Kittredge: That's what they seemed to think they would be responsible for.

Chall: And then another one was the matter of the staff. The staff tried to cope with the broadening of this whole scope of the program.

So these seemed to be the recurring matters that I found on the board agendas and in the minutes of board meetings. Then there were debates on the structure and membership of board committees. In 1988, that was the beginning of the new transition. The executive committee was trying to decide how committees could be structured. And it was Will Siri who said that he thought that there should be non-board members on the committees.

Kittredge: On the executive committee?

Chall: Not on the executive committee but on other committees.

Kittredge: Oh, yes. Yes, that was pretty generally agreed, actually.

Chall: The nominating committee and how it would be structured--that just went all over the place.

Kittredge: Yes, it did. It did, and it's the only committee that's actually listed in the bylaws, really, except for the executive committee which came and went.

No, the only committee that's really listed in the bylaws was the nominating committee, which was very specific: it would have two or three members of the board on it and a couple of members that were not on the board. I guess just to make it broader. Well, pretty well all the years that Kay and Esther and Sylvia did it, it was pretty much ignored, I think. I mean, they had a meeting which probably was done over the telephone. And they got a couple of names of people that

weren't on the board, probably past board members or something, to be the non-members, but by and large they didn't worry too much about getting new members. They tried to, but all year long if they found somebody they thought should be a member of the board, they just had the power to go ahead and appoint them, because they never had the maximum which was thirty-one. As far as I know, they never reached the maximum.

Chall: Almost. It was twenty-six, twenty-eight, most of the time.

Attempts to Define the Functions of the Board and the Executive Committee

Kittredge: Twenty-eight maybe was the closest. Every few years, the current board seemed to want to reinvent the wheel because they did something about what was the chief job of the board.

Chall: That was a real problem always.

Kittredge: Yes. And you know, there were very many people that pretty well agreed that one of the chief functions of the board as a whole was to set policy, was to take care of what in many times they called the "big picture". And the couple of retreats they had were more or less in that vein, whereby they started on a further direction with the Restore the Bay Committee, and then later on, with more of a wetlands aspect. They were trying to set sort of a goal for something different or something bigger or something to go on. There was then sort of a constant problem with the executive committee. I think that Doris Sloan will give you better direction. She should have a pretty good remembrance of this executive committee because it started in her tenure as president.

A lot of the board members didn't like doing, say, the nitty-gritty at board meetings. There were little things like should they give \$1,000 a year, should they do this, that, and what have you. Could they stop taking so much time for that. They seldom had time for a speaker.

Well, now, in Kay Kerr's days one of the main things Kay liked to do was to sort of educate the board and have a speaker. And so they cut the work down to something very stereotypical, you know, approve the minutes and so forth. We didn't really have budgets and for a long time never even had a treasurer. Well, if you happened to be interested, listening

to that speaker, fine, but some of the board members felt they should be governing more, so there was even a split then.

Chall: Yes.

Kittredge: But the executive committee came and went. The idea of an executive committee was so that the executive committee could do the nuts and bolts, the nitty-gritty, and the board get just a report of what they'd done and go on and maybe have a speaker or do something like that. Then, at another point, they seemed to decide that--some of them--as I say, nobody ever agreed completely--all the fun things were being done in the executive committee and the board was just there to rubber stamp. So then they decided they didn't like that. And it went back and forth several times. I couldn't, without going through the minutes, tell you how many times.

Chall: No, that's all right. Researchers can go through the minutes. It was constant.

Kittredge: It was this constant disagreement over what it would be. Another thing--I was trying to think--I remember, every year the budget was a big thing. January--

Chall: I want to stay right on the relationship between the board and the executive committee for just a moment.

Kittredge: Okay, let me just say one more thing. Another thing that they felt they could do is cut down the number of meetings. Kay and Esther had a meeting every single month, except for one in the summer and in December, otherwise every month they had a meeting. Well, then they thought that they would have every other meeting be the executive committee, so that the whole board didn't have to go every single month and the executive committee would do the work in between. And then more recently it was down to like maybe only four real board meetings a year with the assorted executive committee meetings as was needed.

When they did the last big revision of the bylaws, they even didn't have an executive committee in it. And then practically as soon as those bylaws were accepted, they made an amendment to include an executive committee which could take care of things in between board meetings because it was easier to call an executive committee meeting by phone. And often the executive committee meetings--the emergency ones--were done by a phone poll of something. And of course a quorum of the executive committee was much fewer numbers than a quorum of the whole board.

Chall: Right. But it was really because some people didn't want to give up management and other people didn't want to have to handle all these management items.

The Finance Committee

Kittredge: Yes, right. And some people really wanted to do it. There were a couple of people that absolutely insisted that the finances be brought up every single time. A finance committee was not ever there before, but they started a finance committee. And I think probably that was in Trish's time. Trish was very good. Actually, Trish got the finances in much better shape than they had been before. She had experience, herself, and she wanted to model ours after I think the Greenbelt [Alliance], because she was on Greenbelt's board, also. She thought the way they did it was much better. And she taught me a lot on how to do this because everything I did I learned by doing, because I was not an expert on any of these things, but I just learned it by doing it. [laughter]

Chall: Well, in the old days, it didn't matter.

Kittredge: But then, as we went through this last year, when Barry stopped being executive director and Larry [Orman] came on as an interim, he felt that a finance committee wasn't needed; that the executive committee could do that. He tried to make it even simpler. But another thing that was a constant back and forth was how much the whole board needed to know or wanted to know about the finances.

Chall: Yes.

Kittredge: A lot of them would just as soon have turned the whole thing over to the finance committee and just agree with whatever the finance committee said.

Chall: Oh, is that right?

Kittredge: Because, well, they knew Afton was there. And she was the biggest person that really tried to make sure that Save the Bay did everything right. Her experience at the university made her expertise valuable.

Chall: What was the name you just gave me?

Kittredge: Her name is Afton Crooks and she was one of the members of the finance committee. [See the interview with Afton Crooks in The Bancroft Library.] And Trish, also. Trish Mulvey. While she was president, she really directed it and wanted to get much better finance records and so forth. And then, as I say, the next person would say, "Well, I don't think the board wants to see all this. They don't want to read it."

Reports: Oral or Written

Kittredge: Another thing that was interesting about this quandary about the board was reports. They sometimes didn't want to sit there and listen to staff reports and what have you, so we did a written one. And it took a lot of people's time. It seemed to be valuable. It was sort of an update every month on things, but it was, in most cases, more than a lot of people wanted to know. You had the feeling that maybe they hadn't read all this. They started saying that they wanted oral reports. Well, the whole point of the written reports was because people, you know, didn't want to take all that time with oral reports. So then they sort of wanted the written report and then an oral report, too, so for a while there, we had double of everything.

And you know, it was a case of really a lot of different people--twenty to twenty-eight persons, members--of whom there were a few people that more or less never did anything, a few people that were very interested--having their finger in every single pie--and a lot of others that were just sort of half in between. [laughs]

Chall: I guess it was hard because they never could quite figure out what were the goals of the whole program. Because the program, itself, got so far out of control. It got bigger and bigger.

Kittredge: That's right. Well, every year they were trying to do it, so the general goals might then get lost in the programs of another year. Then they'd have to stop and say, well, was that something that somebody wanted to do? Did that fit in with the goals? And if it didn't fit in with the goals, maybe it should be in the goals. Or could it be just an exception, you know, to the rule? It was kind of amusing as you look back. It was kind of excruciating.

Chall: Oh, I know that at one time they asked for the board packets--what you said, all this written material.

Kittredge: Kay started doing board packets, so that was a long time before that.

Chall: Things had gotten bigger.

Kittredge: And they kept getting bigger and bigger and bigger, to a lot of people's dismay. I know some of the people never read the material. There were some people that sat down religiously. But I can tell from some of the questions that people asked, or where they misinterpreted my minutes or something that they really hadn't even read it. Or I could see people getting out their packets and opening them up and you got the feeling that was the first--they had gotten them sometime during the week before, but this was the first time they'd looked at them. They brought it to the meeting and opened it up to look at it during the meeting. Well, that was of course not exactly what was intended.

Chall: Yes, that's right. And at one time there was a motion to require the staff to limit themselves to twenty minutes or fifteen, or something like that.

Kittredge: Yes, right.

Chall: Well, what did that mean? I mean, with a board that had this kind of conflict or ambiguity, what did this mean for the staff and the program people in general? More and more people were added to the staff, each with a particular skill or interest--how did it work?

Kittredge: Well, what happened I think was more and more the work was done by staff. Very little of the work was done by board members, unless they were chairman of a committee.

And they were always starting committees and then letting those committees lapse. A conservation committee that was supposed to meet so often hardly ever met because they couldn't get a time. The finance committee for a while was the only committee that met with any regularity.

Chall: Understandable.

Deficit Budgets, the Decision to Earmark Funds for
Special Projects and Hire a Development Director

Kittredge: Yes, because they had a new finance report every month and so that was necessary. And then when it came to budgets and things, the budgets were laboriously worked over in January, February, and March, because that was the end of the fiscal year. And the following fiscal year, you know, was very encompassing. Practically all anybody did for those three board meetings or executive committee meetings, or whatever they decided to hold.

We were never in the red. I want to stress that. Save the Bay has always been a very good manager, but they did have deficit budgets and that's something else, again, that was often a problem.

Chall: They constantly were running deficit budgets.

Kittredge: Yes, because some people thought we didn't have enough money in the bank to cover us, so we made sure that we had \$100,000 which we thought we would--

Chall: As a reserve account?

Kittredge: As a reserve fund. It wasn't set aside, it was just more or less a figure to make sure we weren't going to--that we kept that in mind. But there were other people who thought we shouldn't have this bank account. The reason people give us this money is to do the work and so there was a problem there with people saying, "Well, should we have money in the bank, or shouldn't we?" Well, this was before we got such a big staff.

By the time we got such a big staff--ten or twelve people on the staff--just the staff, alone, with such big salaries was a big amount, it was certainly a little more crucial. And we started saying, well, this project or that project would not be done unless some special money came in for it, or special funds were raised for it or something. So that was something that they did in some of the later budgets.

Chall: Yes, I noticed that they had special fund raising.

Kittredge: Wish-for projects.

Chall: Yes, and big donor fund raising.

Kittredge: And then, of course, during this whole period, the first new person we had after Ruth, who was a Restore the Bay person, was a development director. We knew we needed somebody to help raise funds because that took up much too much of Barry's time. We needed somebody else to write letters and to do the fund raising things. I did pretty much all of the exchange mailings, but I had to wait for Mary to write the letters and for people to approve them. There were a lot of things like that. I more or less did what fund raising was done from the very beginning until we got development directors when they started working on more things like major donors, campaigns, and other kinds of things.

Chall: And who was the person that you hired?

Kittredge: The first person they hired was a young man named Bill Waid. He was quite knowledgeable and good. The biggest problem I see with Bill is he didn't have a lot of experience at doing fund raising. But I think one of the biggest problems for Bill was that he was somebody else for Barry to give jobs to. He also was very computer-knowledgeable and nobody else in the office was, so every time he turned around, Barry gave Bill either something that had to do with computers or something that had to do with fund raising--not strictly fund raising, but other things, just to relieve him. And so it almost seemed to me that instead of going off--I mean, I think it was a disservice to say that Bill didn't do his job, because I don't think he was allowed to do his job in the sense that Marcia was, simply because we'd never had a development director. We didn't really know what to do with it.

And then there was a little divisiveness with him. As you got more people, there seemed to be more staff divisiveness.

The Seafood Consumption Information Project--SCIP

Kittredge: We got another person to help in the Restoring the Bay Campaign in a subcommittee called SCIP--the Seafood Consumption Information Project. We got a young woman, Lori Lee, to work on that. There was a special committee for that. And like a lot of the Restore the Bay committees, they tried to make it not just Save the Bay, but to go out into the other organizations. Ruth directed it and was responsible for hiring Lori Lee.

And the first thing they did was a survey of who was doing the fishing: were these minority people, were they doing it for subsistence and having to eat the fish, and what were the dangers of it? Then after Lori left, the whole thing sort of fell into a slight disarray because it was like a year and a half before they got around to hiring somebody else. That was Wong--Kristine. Anyway, she was marvelous. These were both Asian girls. Lori was Korean and Kristine was Chinese, of course.

She did a second round of interviewing and then they did a second report. This second report actually was the whole thing; it encompassed the first report along with the second report and was excellent. I don't know how much you put in, but that report might be a good thing to include in this volume. I know you include things, so the final SCIP report might be a good thing for you to include. But as I say, that was another staff person. We kept adding more staff people and the more staff people we had, you know, there were personality problems and personnel difficulties and things.

Chall: But when you added staff for the SCIP project, for example, was the board asked?

Kittredge: The board approved the project. And it was funny, because there were some people that were not happy about the SCIP project on several go-rounds: one, financial. Well, that really wasn't adequate because there was a lot of interest in this because of the minority aspect and all of this. A lot of the foundations were, if anything, stressing the need for the use of multicultural things and all of this sort of thing, so in that respect SCIP was about the only thing we did that really addressed anything like the minority problems and what have you. And so that was good.

But some of the board felt sensitive and were not sure that this could be done without distressing people. You know, saying, well, all these people are poor and have to eat the fish and we're doing this, you know, making us into a sort of fairy godmother type thing, trying to do good.

Chall: Do-gooders because you were an all-white group?

Kittredge: White WASP [White Anglo-Saxon Protestants] do-gooders, or however you might want to say it. But I think that was strange. And the people that were against it for financial reasons is kind of odd because, as I say, we always had the SCIP job. We were very successful at raising funds for SCIP. San Francisco Foundation and a number of others were very good.

We started off the second round with Kristine in Marin County because we had funds from the Marin Community Trust that had to be spent only in Marin.

Chall: Oh, yes, that one.

Kittredge: So that was very useful. There's a large community in San Rafael that fit into this category and we tried to address their needs and reach them as much as possible.

Kristine was also very good at getting students to volunteer and to help. She was just excellent. She came to us right out of graduating from Berkeley and she is now in graduate school at the University of Washington. I've never seen a girl as young as that as competent as she was. To me, she was absolutely marvelous and a very, very competent young woman.

She did things that nobody'd ever thought of. She got a volunteer and she did a video, all on her own, to teach people how to cook the fish that they were eating in the best way, in a little ten-minute video. And just before she left for graduate school, she did a massive publicity campaign in all the Southeast Asian languages as well as Spanish and English for these people who were catching fish for subsistence. That program is still sort of in abeyance because we've never found, well, I don't think that they've found the money--

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Kittredge: I don't think there are funds to do the SCIP work full time. So what we do is we fill orders for the video and for the SCIP report and things like that. There also were some big posters with all the various languages and a wonderful brochure that was done in cartoon style. We realized that the original literature that we got from public health was fine if you were more or less literate, and so they translated them for us in all these languages. But for somebody whose reading and writing skills were rather rudimentary, they were not as good, so we used cartoons. You should get copies of those. You should get copies of all of these SCIP brochures.

Chall: For The Bancroft Library.

Kittredge: The cartoon thing was very cleverly done. They did an excellent job.

Chall: But this was an outgrowth of the Restore the Bay project?

Kittredge: Yes, it was a division of Restoring the Bay. After five years, Ruth decided to resign and go back to being just a volunteer which she had been before--a community volunteer. And so in that respect, the SCIP work seemed to be the tail that wagged the dog, because it was the reason the committee got together the other organizations. And after it pretty well folded nobody was interested in putting that together. In the SCIP project they wanted to go from seafood consumption information to safe fishing and safe bay or something. And I don't know if it ever completed doing that.

Chall: So these things kind of came and went as a result of who was good at what they did?

Kittredge: Yes, it depended on both the financing and whether we had somebody to run the project.

The Genesis of New Projects

Chall: But how would ideas of this kind develop? I mean, was it staff? Was it Barry and Marc coming up with a brainstorm? Unless somebody's brainstorming these things--

Kittredge: The retreats they had were pretty much started that way.

Chall: Staff or board retreats?

Kittredge: There were board retreats with staff there.

Chall: I see.

Kittredge: But the first one, of course, was when we embarked on Restoring the Bay. And the next one I think started the 2000--

Chall: Yes, there was a Task Force 2000.

Kittredge: The Task Force 2000.

Chall: That was about 1993, I think.

Kittredge: Yes, that pretty much was a totally board thing that the project staff--not people like me, the project staff--worked on constantly. It was tons and tons of work. And to me, it's another piece of paper that took a tremendous amount of work to do, and it's there in the background like a project paper. You know, it's just sitting there. And it took a lot of work to

put together and sometimes I'm not sure how much attention gets paid to it. When they really want to look for a reason or something, they would go back to it, but--

Chall: Well, I notice that this came out in 1994. And I think there'd been a retreat in 1993 at the end of the year. I'm not sure.

Kittredge: Yes, but to get back to your question about how some of the projects--I think that the SCIP program came out of the Restoring the Bay committee, so it came out of that which had a lot of board members on it.

Chall: I see, and that was a major project.

Kittredge: Yes, well, we didn't know it was going to turn into such a major project, but then after we got money enough to hire somebody special--if Ruth had had to do it along with everything else, she would not have been able--it would have been too much for one person. But since we got enough funding --primarily from San Francisco Foundation--to hire somebody to do it, then we were able to do it.

And then, as I say, after that they decided not to rehire somebody in Ruth's position. By that time, they had another big project Restoring the Marsh--the San Pablo Bay project that Marc was in charge of. This meant that Marc went off to that more than half-time. And so instead of hiring somebody for Ruth's position, they hired another general project director who was Keith Nakatani.

Chall: What was his name?

Kittredge: Nakatani. Keith Nakatani. So he inherited what pieces of Ruth's job needed to be done. And that involved a lot of things, such as the conversion of all the military bases, for which there are many environmental projects. In fact, Ruth, who's as I say, just a volunteer now, is director of the Treasure Island Wetlands Project.

Chall: Oh, is that right?

Kittredge: Yes, and we've been working with Hamilton, because Hamilton Air Force Base in Marin County was closed many years ago, way, way back.

Chall: That's right.

Kittredge: Probably maybe before Save the Bay started. And they've just recently come to grips with voting for something on that. The

bases are in such disarray with pollution and everything, you know, I'm sure it's going to go on a long time.

Keith also worked with Kristine very much, on--oh, I don't know what to call it, but you'll find it in the minutes. It's the committee for toxics in the bay. There's a state committee that had more of the polluters on it than the non-polluters and it was about to go out of business because they couldn't get done what they were charged with getting done. We need to get this--it's in all the minutes, in all the packets and things. There's a lot on it. I can't dredge it out of my memory as clearly as I should, but this is something that Keith worked a lot on with legislation and going to Sacramento.

This is a committee that we really need. We really wanted this toxics protection to happen. We even got it passed through the legislature and then [Governor Pete] Wilson vetoed it. And then I think it went through again, and I think Wilson vetoed it again.¹ So [laughs] I'm sure that it will be something that will be brought up now that they have Gray Davis in the governorship. Then hopefully, you know, it will get through.

But this is something that came from--as I say, I don't know how--it didn't exactly come from Restoring the Bay, but in a way it did. Restoring the Bay is now sort of old hat. Everything we do is restoring now. There isn't so much concern about filling as there is for restoring until the most recent thing with the airport and that's a whole other thing.

Chall: You're talking about the San Francisco Airport?

Kittredge: And we're back to asking about filling. It's a big controversy in the environmental community about whether they should. There are people on the Peninsula who think, "Go ahead and let them have this huge fill if they'll let us have all of the Leslie [Salt] lands for the refuge." But there are also a lot of people that say that's crazy. Leslie can't do anything with those lands anyway, nobody minds that they're making salt so they're not adding to the refuge. If the salt people can't do anything but make salt on them, who cares? [laughs] You know? Whereas meanwhile we'll have this big huge thing the size of Treasure Island in the bay.

Chall: Yes, I'm aware of that controversy.

¹The Bay Protection and Toxic Cleanup Program. --M.C.

Kittredge: So that's another whole thing.

Chall: That's current events.

Kittredge: That's very current. So, to get back to the staff and where I was on development when Bill left and Marcia Slackman came as development director, which was about five years ago, now, I think--four or five. She was an experienced fund raiser, but she had more experience in things like tele-funding and other things. She knew very little about what I did, which was exchange mailings and that sort of thing. Also, there had been a whole great change in the association with the completion of computerizing the records.

Now that should be starred somehow, because that was a big thing staff-wise. We could do a lot more things. We could get these reports and know more things. We were always having to put a P.S. on our letters that we sent out: "If you're already a member, forgive us," because until we were computerized, we had no way of checking on this. And so for many, many, many years, everything was on three by five cards.

Chall: Right. I think we've gone through this.

Kittredge: I don't know. Did we go through--

Chall: I think we have. And if we haven't, we'll pick it up.¹

Kittredge: Okay, because if that isn't--that's a very big thing. And then there were some varying changes of things. Nancy [Goetzl] started doing more of the membership work--

Chall: Right.

Kittredge: --which broke my heart because that's the first thing I started doing. And I ended up doing more and more administrative tasks because all of a sudden I had to do pensions and medical plans and more and more bookkeeping type things, even though I wasn't doing the bookkeeping, strictly.

Chall: Well, as the staff got bigger, I noticed that they needed personnel manuals and they had to decide on health plans.

Kittredge: Well, the personnel manual came pretty early--in Doris's time right after the eighties. And that was with quite a small staff.

¹See pages 9-11.

Chall: Yes, she still had only about maybe four or five people.

Kittredge: Yes, but it was needed because the three ladies did not know anything about employing people. That's when we first started getting reasonable salaries. I'm sure that I said that I used to refer to it as my semi-volunteer job, because for so many years it was very underpaid.

"Too Many Issues Clamoring for Time"

Chall: I want now to move into some items that I have in my notes.

Kittredge: Okay.

Chall: They may dovetail and move you maybe into another area. I'm back around 1990 after Barry was hired. Barry was six months as acting director.

Kittredge: I think that's what they said, because they'd never had an executive director.

Chall: But then they hired him.

Kittredge: And then they decided to make it permanent.

Chall: That was in 1990.

Kittredge: Doris was the president.

Chall: Doris Sloan was the president? Sylvia was the president in 1990.

Kittredge: Well, probably it was just at the end of Doris's term and Sylvia took over.

Chall: Yes, because I have it in my notes that Sylvia was president in 1990, at some point in 1990.

Kittredge: Okay.

Chall: I think one of the statements that she made when she took over the presidency was that there were too many issues clamoring for time. So what I'm really suggesting is that Sylvia noted this in 1990 and it came to a real head in 1997 when Larry Orman said pretty much the same thing. But what I'm then asking is why was this? You've almost indicated it by talking

about the board and the executive committee, and the uncertainty and the ambiguities.

Kittredge: They never could completely agree. Sylvia said that and Larry said it, and even though they said it and everybody meant it, they never could--there were too many people. And nobody ever really wanted to turn their back on an issue. There was always somebody who felt this issue was more important than that one. And so as a consequence, I think it ran away from itself. And I think also one of the results--and I think you asked me this a while ago--of all this confusion were two things: one, that the staff just went ahead and ran things, because it was too confusing otherwise. And there were a lot of people on the board that thought that was fine. They had confidence in the staff and they felt comfortable with it.

Well, there were a few people who didn't. There were especially a few people who started working way before '97, at least two or three years before that, in trying to make Barry a better executive director. They felt that there was a lack--because he'd never been trained to be one. Plus the fact that he had too much to do: his responsibilities in the water program as well as the others; it was overwhelming. And from a personal feeling, I've always been very fond of Barry, and I continue to be. I don't know how he did it all, frankly.

Chall: Well, this is what I really want to get at. That's why I started with the board. If the board was so uncertain about what its own goals were, and the staff kept getting bigger, and the projects clamoring for attention kept getting broader, then how could it be otherwise?

Kittredge: Right, right. I think this is just how it happened. And the fact that Barry wasn't an experienced executive director only added to the confusion. There was added discontent on the board, from the few people who wanted to run things and who felt certain things should be done. There were those that felt like they weren't being heard.

There were staff members who then found these board members were not going through Barry or going to the board, they were landing on them directly. So then they were complaining to Barry about takeover board members or board members being down their throat. So there were board members who felt that they weren't being heard and there were staff members who were just really frustrated at having board members call them up and waste half their day over some sort of a project or other that they were most interested in when they had other things that were clamoring for their time.

My own feeling was I didn't have as much of a problem with some of this, but in a way I did with Barry. I got very annoyed because Barry constantly told me that I didn't make a bigger salary because I wasn't really an expert in anything. Well, the sort of thing I had, I couldn't be. You know, I didn't go back to school.

Chall: You mean, he wanted you to make a bigger salary?

Kittredge: Well, I wanted to make a bigger salary. I could see all these people coming in and making bigger salaries than me. And I'd been there for umpty-ump years.

Chall: I see.

Kittredge: I mean, I could understand some of it, but there was a point there when Barry said something that really got me. This was when we were building the new office space. And you know, Barry would forget it for long periods of time when, you know, I was overwhelmed with it. And then he'd come in and complain and he'd crab constantly about how I wasn't qualified to do something and then be furious with me because I hadn't done it. I mean, you can't be both. You know, if I'm not qualified to do it, then why the hell is he getting mad at me for not getting it done the way he wanted it done? "Tell me how you want it done, Barry." Which he did in some respects; we ironed these out as we moved along. And I managed to work out what we did. And I think we were both more or less happy with what ended up.

Chall: So you think that some of the problems--

Kittredge: But that was just my own personal thing. I think some of the other people had much more serious problems with Barry and with their immediate supervisor, who then of course was under Barry's general supervision. There were a lot of staff problems.

Chall: I see.

Kittredge: For about three years, I'd say, before the insurrection in the summer of '97. [laughs]

Chall: Yes, that's right. I'm trying to build up to it.

Cooperative Arrangements with Other Environmental Organizations

Bay Vision 2020

- Chall: Just as examples that I would pick up from time to time, there was--this is 1990--there was a project brought to the board to be considered called Bay Vision 2020.
- Kittredge: I think that was an outside thing. I don't think that was a project of ours. I think there was a community thing, maybe run by ABAG [Association of Bay Area Governments] or something like that.
- Chall: Oh, I see. Well, it did take off.
- Kittredge: And I think that's the one that Chancellor [Ira Michael] Heyman was chairman of after he stopped being chancellor.
- Chall: Yes, he was.
- Kittredge: Or maybe in his last year. I don't know, but that really didn't have anything to do with us, exactly. I think maybe there was an environmental component that maybe we were involved in. And Sylvia might remember more about this.
- Chall: Well, it was brought onto the board in a meeting in 1989 and the proposal was hotly debated. They kept saying, "Define it, it's not well-defined: How much is it going to cost? Will the program fit?" And then they brought it back another couple of months later and the board said, "It's not properly devised."
- Kittredge: Well, I think the board had a handle on it, because it's completed and, as far as I'm concerned, nobody's ever heard of it since then. I think it died a natural death.
- Chall: I saw lots of material, but I just wondered--it was even discussed again in 1992. The board met with the Greenbelt Alliance board and together they considered that it was weak in the environmental area, and so I guess, from what I can gather, that Save the Bay really didn't give it a lot of support.
- Kittredge: No, and as far as I'm concerned, unless you can find some other thing, I bet you nobody's thought of it or heard of it since. You know, it died.

The BayKeeper

- Chall: Yes. There was another debate somewhere in this general time--1988-1990. There was a request from the BayKeeper to have Save the Bay take the BayKeeper on as a project.
- Kittredge: Okay, if you want to have a little paragraph on the BayKeeper, I can give you that.
- Chall: The board discussed this again at length and they did provide money--a year's grant to consider its feasibility.
- Kittredge: No, actually what we did was we provided the ability to raise funds. Save the Bay agreed to sponsor it, to raise funds for a feasibility study.
- Chall: That's exactly right.
- Kittredge: I really can remember this. And that was quite a ways ago, a long time.
- Chall: It was a long time ago.
- Kittredge: We did it with money from the San Francisco Foundation and I think some other money. And then this was found to be feasible but Save the Bay didn't feel like they could take it on. Fortunately, they found another nonprofit bay organization that I'd never heard of but evidently was one that had the nonprofit regulations that they could use and had money to buy a boat. They had to buy a boat. I was trying to think of the name of the fellow--Mike Herz. He was sort of a one-man person, but he started it. They had offices over in Fort Mason. And the main connection then, afterwards, was we referred people to them and they referred people to us. And Will Siri was also one of their board members.
- Chall: Yes, that's right, he was interested in it.
- Kittredge: And it was a very--oh, what do I want to say--it was very good. Mike Herz left. He went back East to do something.

The people running it now and everybody who has come out of Save the Bay, and who came after Save the Bay, I think, have turned into being better fund raisers than Save the Bay has. We had more members--but that's probably because of our dollar membership, which is a great source of conflict, too--but they have a better handle on how to get bigger money out of people,

I swear, than Save the Bay has. But let me tell you one thing. There was some question about us joining forces with them.

Chall: Yes, that's right. Merge, I think.

Kittredge: And we turned it down. Save the Bay turned it down.

Chall: Yes, in 1990 the board turned it down.

Kittredge: No, but this was later on. That was in the original thing, but then this was, oh, maybe just three or four years ago there was another.

Chall: I see. Well, in 1990, they agreed not to merge.

Kittredge: Yes, that's when it first started, but then--

Chall: It came back again?

Kittredge: --they came back again with the idea. Our board decided no. I mean, they just weren't compatible. We didn't need to have a boat doing real research, which they did. We had a totally different kind of volunteer set-up, you know, and we didn't want to move to Fort Mason. That wouldn't have been convenient for us, and yet it was obviously convenient for the boat. And there were lots of reasons. It's a very important thing for the bay.

The Bay Institute

Kittredge: Something else you might get in there somewhere if you talk about other organizations like the BayKeeper is the Bay Institute.

Chall: I didn't come across that.

Kittredge: And I don't know that you would come across that in anything, but I have something that I made Barry write, and I think it's in my computer and I'll have to look for it for you: the differences between the Bay Institute and Save the Bay Association. And I'll try to find that for you. But there again, it was started by Bill Davoren. He's retired from a couple of things since then, but I'm sure you knew about the Bay Institute when you were doing all your water stuff.

Chall: Yes, I've come across it.

Differences between Save San Francisco Bay Association and the Bay Institute:

The Bay Institute focuses on fresh water flows issues and California water policy, primarily through research and advocacy.

Save San Francisco Bay Association works on a broad range of Bay issues: fresh water flows, water quality, wetlands and wildlife protection, Bay fill, parks and open space. In addition, the Association also promotes land acquisition, engages in litigation and supports high priority legislation. We have coordinated the Restoring the Bay Campaign and the Share the Water Coalition, which are made up of many other organizations, including the Bay Institute.

Save San Francisco Bay Association is the only organization which works only on Bay issues and on all major issues affecting the Bay.

Kittredge: And it's another organization that's similar but different and I'm going to try and print out that differences sheet. I made Barry write it because we were constantly getting phone calls and letters from people who received a fund raising letter from them around the same time as ours, saying, "Why am I giving money to two of you? Can't you get together, or what's the difference?" or what have you. And this explanation that Barry wrote seems to help, so let me get that for you. I'll make myself a note, because I think that's an important thing to be somewhere.

Chall: All right.

Kittredge: It's interesting, of all the many environmental organizations around, the Bay Institute was probably one we worked with because of the all the water and the CVPIA [Central Valley Project Improvement Act] work, and the BayKeeper, of course, because of toxics and things. And probably of the other organizations, Greenbelt maybe because they are doing the same thing as we do but on land. And we've had a long history with them back to the days of Dorothy Erskine, who called it the Regional Park--her first name for it was Regional Park and Recreation,¹ I think, and then it went to People for Open Space and then finally Greenbelt. I think there might have been even another name in there somewhere. And they've never been able to get over the 2,000 membership mark, but they're much better at getting money.

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Chall: Organizations that have one general project plan can raise money for that one thing. Well, you were able to raise money at one time from the Pew Charitable Trusts and a few other foundations that were definitely earmarked for something. So as long as you have funding earmarked, you could sometimes raise a lot of money.

Kittredge: Right, the water.

Chall: You mentioned a minute ago about the fact that you continued to have the one dollar membership, although that was debated at one time.

Kittredge: It's always debated. It's a continual debate.

¹Citizens for Regional Recreation and Parks. See T. J. Kent interview in Land Use Planning, Volume II, pp. 107-110a. Regional Oral History Office, The Bancroft Library, University of California, Berkeley, 1983.

Board of Directors: Criteria, Election Procedures, Terms

Chall: What I found interesting, from time to time, was not only who should be on the board, but what kinds of people should be on the board. And at one time it was decided that it was better to have board members--this was very early--who would be totally committed. It sounded as if that meant not only committed in time, but that they would be committed in terms of giving money. Am I correct that it also had to do with finances?

Kittredge: Certainly not in the beginning.

Chall: I'm talking about 1988--about that period.

Kittredge: Okay, in the eighties. They tried to get people to give money and they spent a lot of time trying to make rules and regulations on what board members should do with regards to helping fund raising and giving themselves. But nobody wants to make it a board of rich people that could give X. Kay was fond of saying that she was always being asked to be on committees or boards where you knew that you had to give X-thousand dollars. That was like the first requirement to the organization in order to be on the board. And she was very much against this.

And Save the Bay has often had students, and in fact, for quite a while we had what we sort of called the student board member. I did a list of those one time recently for one of the board members who thought that it was revolutionary that they'd come up with an idea that they would have a young person, a student. I said, "Okay, Polly, but this isn't very revolutionary," and I went back and I wrote her a list and gave her the names of all the "student" members of the board. And she was quite amazed.

Also, they had the idea that we'd never had any minority members on the board, which they always like to encourage, but which is hard to do. I said, "Well, that's not true," and I went back and listed them in that same memo I wrote. Maybe that memo would be a good memo for you.

Chall: Yes, if you can find it.

Kittredge: Okay, memo to Polly.

Chall: Who was Polly?

October 5, 1995

To: Polly Smith
cc: Barry Nelson

From: Janice Kittredge

Re: Student/Diversity History

As you requested on the phone today, I have compiled a list of past student members of the Board of Directors for your information. I also have put together a list of Board and Staff members who have helped the Association meet diversity goals over the years.

1970-71	Gail Achterman	Stanford student
1973-74	Charles M. Sledd	Law student, USF I think
1975-79	S. Andrew Jacobs	Graduate student UCB, Zoology
1976-79	John W. Hauser	Graduate student, Marine Biology I think also taught Sailing Classes

As you can see, we had several student members in the 1970's. I don't recall why they stopped except that maybe no one was recommended and they forgot about it.

1972-74	Gilbert D. Cartwright	African American
	Accountant	
1972-75	Warren B. Wilson	African American
	Attorney	
1984-90	Dexter Chan	Chinese American
and	UC Research Associate then	US Coast Guard Technician
1994-95	Systems Analyst	
1991-	Debby Kramer	Asian (Chinese?) American
	Computer Specialist	
1993-95	Henry Holmes	African American
	Environmental Justice Policy Analyst	
1993-	Peggy Hiraoka Fitzgerald	Japanese American
	Bank Executive Vice President	
1994-	Ida McClendon	African American
	Public Information Officer	

Staff:

1992	Hareya Fassil	Ethiopian
	SCIP Intern for 6 months	
1993-94	Lori Lee	Korean American
	SCIP Coordinator	
1995-	Rhy-Shin Patricia Poon	Chinese American
	Administrative Assistant	
1995-	Kristine Wong	Chinese American
	SCIP Coordinator	

- Kittredge: She's one of the current board members who has been very active. And she stayed on the board one more year. Whether she's going to stay--she probably will go off this next time. She's very involved: head of the board affairs committee last year and she's head of fund raising this year.
- Chall: What's her last name?
- Kittredge: Smith. She's been very, very active--a wonderful board member. Her background is water. League of Women Voters, too, I imagine. She's the League of Women Voter type. She lives in Kentfield or Belvedere or something. And she is just an excellent, excellent board member who always did her share and more than her share in everything she did. I can't say too much about what a good board member she's been.
- Chall: There was a period when they decided--now, I don't know whether it actually worked or not, but they were thinking of allowing members to vote for board members through the newsletter. Did that actually come about?
- Kittredge: Yes, that did.
- Chall: Once, at least?
- Kittredge: I guess we were having a conference every other year and just a plain meeting every other year at which time we had a voice vote. Well, nobody wanted to do a conference and we needed to have the elections, so they decided to do it in the newsletter. I don't think it was in the bylaws, but I don't think there was anything in the bylaws really forbidding it, so anyway, we started doing it. And so that was done.
- But after they got working on the newest big revision of the bylaws, there was a movement of some of the people to change our organization from a membership organization to just belonging--but not a membership, in which case you wouldn't have to vote. And that was turned down.
- Chall: I gather that it was in 1997 that this was hotly debated--an annual meeting vote on who could vote.
- Kittredge: Right, right.
- Chall: The decision that the members could not vote as they had in the past failed. I mean, they wanted everybody who had ever contributed to be allowed to vote, apparently.

Kittredge: I guess. Well, then the committee said, "No, you have to be a member in good standing," which meant that you had to have sent money the previous year or something. Well, that's crazy because there are some people who send us ten dollars and figure that's good for at least a couple of years if not ten. And there were a lot of issues, but the idea of us being a membership organization as opposed to many organizations--like, I was trying to think if Greenbelt's that way. I know Save the Redwoods is a membership because you get something that says, "Dear Member."

Chall: That's right. But you don't vote. You don't vote for the members of the board of Save the Redwoods, do you?

Kittredge: Oh, that's right. You don't.

Well, anyway, we decided that we should. And I don't know why it should have said anyplace that it wasn't successful, it was certainly just as successful as--

Chall: You mean it was successful as a way to get board members and as a way to vote?

Kittredge: We've been doing it ever since. We've put a ballot in our newsletter every year since then, so we have not gone back to having a voice vote. We've had a ballot. And probably we have about the same number of people sending in the ballots--not too many--a hundred or two--as ever came to a meeting, so it probably isn't that much different. We also put in a biography of everybody. And it was pretty hysterical reading some of the ballots that came back. Some people only voted for what seemed to be obviously people they knew. Some people only voted no on some people that they obviously knew about. [laughter] There were some people that automatically voted no on all the lawyers, you could tell that. And I mean it was absolutely a kick to go through those ballots and see what people did.

We also asked for them to give us suggestions for further board members, but that didn't seem to be very successful. And of course, there's always been a provision, which I think is maybe something you have to have, that anybody that gets so many signatures can be voted on, but that never happens.

Chall: So when you count all the votes, you get enough votes for the selection?

Kittredge: Yes. I mean, I don't even know what a proper tally is. It's something like fifty, I think--you know, something very minor. There really hasn't been any complaint about it, but there was

serious complaint about people who wanted it to be a membership organization and wanted to be able to do this. And so they didn't change the bylaws in that respect. One thing that they talked about--because the bylaws now show that somebody can be voted in every single year. What they wanted to do was to set up terms and have them staggering terms. And they are still trying to come to terms with that. They were getting ready to do it when the whole thing hit the fan last year, so that was something they just sort of left. We have had the largest exit of current board members that we'd ever had, a result of all the problems last year. And new board members--

Chall: I gather that there are eight of them.

Kittredge: I hope the new board members are working out. They have a pretty good procedure for getting new members with questionnaires and trying to get people that would become dedicated to the board. Now, since I've been sick I haven't seen these new people. I've only met one or two of them. And I hope they're going to be as dedicated as they wrote on their application, but I don't know. You can get that form--

Chall: Apparently, according to the minutes that I've read, with all the attempts to get new board members and as you say to find out who actually wanted to be on the board--they really wanted to get people off the board--

Kittredge: Well, it wasn't so much that, but they--

Chall: They wanted a change.

Kittredge: They knew they needed a change. And there were a lot of people clamoring to get off.

Chall: Yes, and so they really made an effort to find out who wanted to stay on and who wanted to get off.

Kittredge: Well, before, you know, most people either went off because they felt that they didn't have time, or there were people who just sort of stopped coming and so we just sort of asked them would they be happier being an honorary board member. Also, two to three years ago they revitalized and got a whole new honorary advisory board. And then with all the hoo-ha last year, they never got around to doing anything with them. I said I think this is a great shame because there are a lot of excellent people. I think they should utilize these people who agreed to be on the honorary board. They probably wondered why the heck they were even asked because nobody ever communicated with them.

- Chall: Well, it's going to take a little time.
- Kittredge: But that will come, I hope. I suppose, in time, although, the new executive director doesn't probably even know anything about this.
- Chall: You were talking a little while ago about diversity--trying to get diversity on the staff and on the board, and that SCIP was a project that concerned diversity.
- Kittredge: Yes, the committee did a whole huge diversity plan which is in our files. I don't know if you've seen that.
- Chall: No. In 1997 there was an attempt to have an environmental justice project. Do you have any idea in 1997 what that meant or what it was supposed to be?
- Kittredge: That's something that should be asked of Keith. I don't know if there are any other staff people you're going to talk to, but--
- Chall: Who would that be?
- Kittredge: Keith Nakatani.
- Chall: Oh, is he still there?
- Kittredge: Yes, he's still there. He and Kristine Wong were, as I say, involved in that along with the SCIP and toxics. And all of this involved environmental justice, the idea being that here we're polluting the fish that poor people had to eat and that was not environmental justice.
- Chall: I see.
- Kittredge: I guess that's what they meant.

The Transition: 1996-1998

Staff Turmoil

- Chall: Now I want to go into 1996, 1997, 1998--this last transition. In 1996, Don Weden became the president. And there was a staff retreat at the end of '96. Did you go on the staff retreat?

Kittredge: Yes, the staff retreat. We had two or three staff retreats that got pretty bloody because there were so many people that were anti-Barry. And this was a staff thing. Meanwhile, the board, especially when Trish was president, had Trish and one of the other board members--Rick Smith, was on our board and was our treasurer--meeting with Barry to try to help Barry with his skills as a manager. I don't know that it ever came to much. And then finally, I guess, there was a letter sent out by three presidents: Doris, Trish, and Sylvia, saying that they thought Barry should be asked to leave. I never had a copy of that, but Sylvia probably has one.

Chall: Yes, I wanted to ask you about that. I want to back up just a moment to 1997 in the very early part of the year because this thing had a history. There was an organizational assessment survey.

Kittredge: Which Don--Don was very big on surveys.

Chall: But this comes out of the problems that you just discussed because they didn't start from nowhere. You had another staff retreat in January 1997.

Kittredge: Well, we had a first one in December that we couldn't get everything done in. Or maybe it was right after Thanksgiving. Anyway, so we ended up saying, well, we'll have another one in January of '97. January of '97 we'd have another one because they'd spent so much time complaining about Barry--

Chall: Was he there?

Kittredge: Yes, he was there.

Chall: My!

Kittredge: And we had this facilitator who was being paid big bucks--I can't think of her name--who's an expert in this. She ran the retreats. We'd had one several years before, a couple of years before. Then we had this one. And we didn't get finished with it and so we decided we'd have another one again. We had this one up in Vallejo in January. And everything seemed to just make things worse. Now, this was on the staff side.

Chall: That's right.

Kittredge: Meanwhile there was a committee of the board that kept calling members of the staff in. But what they were doing is they were calling in the members of the staff that were crabbing. Nobody ever asked me. Nobody on the board or Barry's staff ever asked

me. In fact, I told Barry later--he asked me, I think, whether I knew all of this that was going on. I said, "Well, sort of." At the back of my mind I did, but nobody--they kept me out of the loop completely. I was never in. I was not asked to write or to sign the letter against Barry that went to the board from the staff. Well, they excuse this by saying I wasn't a manager. Well, technically I wasn't because Denise was over me, but they--you know, I was bypassed for everything.

I think they felt they knew where I was. And you know, they just thought they'd--I don't know what they thought; you'd have to ask somebody else for that, I guess. But Keith and Marcia who are still there were definitely part of it. All of the rest of the people I think have gone. Kim Elliott who was membership, she had gone on before. She had already found another job and had left, but she caused a lot of divisiveness while she was there.

In fact, I thought just when she left things were a little calmer. But Patty Obiso who was the education/outreach person--I think she was very good at what she did but she was quite young. She was one of the youngest people we've ever had on the staff who didn't start out right after school like some of the receptionists. So I guess Marcia and Marc and Keith are still there. And Marc had already pretty well indicated that he wanted to--probably you should talk to Marc, because of course he has a long tenure and his take on everything is going to be different. And Barry's is going to be different than mine. I don't know. I mean, I don't think you'll get the--you wouldn't ever get the whole overview from them because I don't think they think the way I do, but you'd get more about specifics, some specific things.

As I say, Marc went off partway to do this partnership for the Baylands and opened their office in Vallejo and wasn't in the office very much. Then his assistant whom he hired, in fact, designed the job for up there, she and he evidently discovered they couldn't get along together at all, so then--oh, well, I don't know.

I think Denise left partially because she just had so many people crabbing to her all the time, the whole two years she was there, I think. The poor woman--Denise. And I just loved Denise. I thought she was marvelous.

Chall: Now, Denise who?

Kittredge: Denise Driscoll, who came on as the administrative director, taking over from me. And then the idea was that I was going to

do stuff, but I just kept on doing most of the same things I did: the bill-paying and the depositing and everything, because she had the bookkeeping and she was in charge of this human resources. I mean, I still did the pensions and stuff, but she had to listen to all this junk from all these people.

Chall: Now when you say you were out of the loop, was it that you didn't care? I mean, you knew what was going on, but you didn't care?

Kittredge: Vaguely. I didn't really know that it had gotten to the point that it had, really.

Chall: But you tended to--

Kittredge: I try to help keep people happy. My husband calls me the world's biggest fence-sitter. I can always find something to say on the other side of any subject.

Chall: I see.

Kittredge: And I knew all this stuff was going on. As I say, I didn't know the extent of it until I heard actually about some of the board wanting to ask Barry to leave. I was more aware of course of the staff divisiveness because it came out in the retreats and stuff like that.

Chall: Yes, and you were there, certainly.

Kittredge: But I tried--I had plenty of things to do myself, and I didn't really care. No, you're right. I kind of was glad that I was out of it.

Chall: Now were you still taking the board minutes?

Kittredge: Yes. The board minutes through February I took.

Chall: Of '98?

Kittredge: Of '98.

Revising the Budgeting Process

Chall: Now, I want to ask you again about the board and budget. This time, in March 1997, they planned to try budgeting for an eighteen-month period in order to look ahead.

Kittredge: Okay, this was something that one of our board members--George Miller--not the congressman, but the other George Miller, who is one of our better contributors, suggested. He said that he felt his job was done when he switched the fiscal year from April through March, to October through September. And this was something actually, that Esther and I had thought of many years before because we always used to have an annual meeting or something in December and we always had to write two reports because the one we'd written the preceding March was too old to give in December, so we always had to write a fiscal report and then an annual meeting fiscal financial report.

But then Esther decided that she'd heard that if you make any changes, people look at you too hard. And she decided not to rock the boat and not to do anything about it. Also, I think she was of the opinion that it would be more difficult to do than it turned out to be. Well, anyway the reason that George recommended it is that the biggest problem was at the beginning of our fiscal year.

Every year in April through the summer was the period of our least funds. We get more funds at the end of the year because people like to give at the end of the year and so forth. And so it was very distressing, by the time we got through six months we were usually deeply in the hole and borrowing from our bank account, so to speak. Although it was nice we had the money to borrow, I mean, from our shelf, so to speak, because the biggest money hadn't started to come in.

Chall: You had a cyclical problem.

Kittredge: So he looked into it, decided it wasn't going to be that difficult, and the finance committee approved it, took it to the board, and the board approved it. Well, then this left the fact that between the changeover we had to file a six month tax form thing, and technically I guess, if we'd wanted to, we would have had to have a separate audit. Well, we didn't want to have a separate audit and we didn't want to have a budget for just six months, so that's when they got the idea of doing the budget for a year and a half. And so for all of the summer of '97 we were really in sort of a limbo situation. It worked out well because in that particular time in '97 we were pretty fortunate that a number of our major donors gave us funds, and we got at least one or two--

Chall: You were getting bequests, too, at that time.

Kittredge: Well, we haven't had any really big bequests for a number of years, but we had gotten, as I say, a couple of major donations

and we got a couple of grants that came in in the summer. Usually the Pew money came in in the summer. So in '97 we actually didn't go in the hole. What they did in '98 I don't know. I have a feeling--well, see, '98 began in October. They just finished '98, so they should have had all the biggest period--November, December, January--when the major funds from members come in. And sometimes major donors and sometimes grants--grants can come any time of the year, but hopefully that is doing okay, this year.

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Kittredge: I was going to say George did, though, say that if we continued with finance that he would be willing to be a board member--not a board member, but be a non-board member of the finance committee. They have had a couple of people--past board members and others--on the development committee as non-board members, so that's something that we really like to encourage. It not only sort of gets an idea of maybe a future board member, but also utilizes their skills. George, I think, does not want to come to the regular meetings. He found them kind of overwhelming, boring, or what have you, but did not object to being on the finance committee. And he and Polly and Bob Raab are on the water oversight committee for Barry's new job as senior fellow on handling all the water.

Chall: Now Bob is--

Kittredge: Bob Raab. R-A-A-B. He's the board member from Marin County. Actually, he and Polly are both Marin County and have been very involved in the water. He's been our representative on water things for many, many years.

Attempts to Restructure Management Staff

Chall: About March [1997], the board decided that you needed to restructure the staff. They felt that they needed somebody to assist the executive director. And they decided that they would need either a co-director or a managing director.

Kittredge: Now, that's because of the dissatisfaction with Barry's skills. And it was virtually to take the human relations--I gather that's what they call it now--portion of the job away from Barry, to somebody that was more used to managing a staff.

Chall: Well, what they really wanted was to divide the job so that there was somebody who focused only on management and another person like Barry who focused on programs. They figured he couldn't do both.

Kittredge: But that got into a lot of trouble. There were a number of staff people who just felt that that wasn't going to work. They would be trying to please two managers. They'd have two bosses instead of one.

Chall: Oh.

Kittredge: Although, I always felt that my boss was really the board. Most people felt that their supervisor was the boss, or Barry. And anyway, it got fairly far along from the board standpoint.

Chall: Yes, it did.

Kittredge: And I think this must have been after that letter from the three presidents, or maybe not.

Chall: The letter--

Kittredge: From the three presidents? I don't remember now when that went out. As I say, I only saw it after the fact. I never saw it originally because it wasn't given to the staff.

Chall: "The three past presidents called for a change in management."

Kittredge: Is there a date there?

Chall: May 27.

Kittredge: Okay, so that was in May. Now you're in March, you're talking about March.

Chall: Yes, that's right.

Kittredge: Okay, so the board was working through, trying to solve the problem with a co-manager. Well, the staff, or the relevant staff, the project staff, I guess, really decided that it just wasn't going to work having two executive directors. And how the heck were we going to pay another one? Then they decided they could find the money somehow but it wasn't going to work. [phone rings] I've got to get this. [tape interruption] Okay, sorry, I do have to answer it. If I don't answer, Craig thinks I've died. [laughter]

- Chall: Yes, well, I don't blame him. He has to know. So the board had gone ahead in April and they had a schedule for hiring a person?
- Kittredge: Yes, they'd gotten very far along before the staff decided this absolutely couldn't work.
- Chall: Then the letter came from the presidents.
- Kittredge: Then there was this presidents' letter. Barry left for vacation, was gone the entire month of June, just about--or was it July? Well, anyway, whatever. Anyway, he was gone. Then the staff managers--which was not me--wrote their letter saying that they thought Barry had to go.
- Chall: Is that so?
- Kittredge: The board was pretty well divided fifty-fifty. I mean, it obviously wasn't up to the staff. They would not have agreed just to the staff. There were some members of the board that were really pretty upset at the staff deigning to take over--have this what do you call it--a revolt, a mutiny, so to speak.
- Chall: Yes, right.
- Kittredge: And didn't really want the staff to have anything to say about it. That wasn't the prevailing feeling, but up to this time, which is when they had this co-thing going, the board was pretty evenly divided, fifty-fifty, between people who wanted to keep Barry and people who felt Barry had to go. And this staff letter and maybe the presidents' letter, too, pushed it over to where they felt that the status quo was untenable. They couldn't keep up what they were doing; so they would try to work something out with Barry.

Now, during all of this time, nobody lost sight of the fact of how very valuable Barry was with the water and that it was very important. And some of the board members felt that we'd lose Barry altogether. Well, Barry's no fool, he knows he's got to support a wife and he's got a job, plus the fact that he truly, truly enjoys it, he's not just only good at it. He's good at it because he really enjoys it and he's very competent.

Barry Nelson Appointed Senior Fellow Focusing on Water
Issues

Kittredge: I think Rick Smith, who I spoke about before, did a masterful job. He was set to work out things with Barry and it was his idea to come up with Barry leaving as a sideways measure to be senior fellow with responsibility for two things: both water--the whole water program--along with--we had just recently taken on this new legal director. That should have been in those same minutes.

Chall: Right.

Kittredge: Cynthia [Koehler] was one of our board members, working on all the water stuff. She's a lawyer and a very valuable person at National Heritage. Well, for some reason or other she wanted to work under another umbrella than the National Heritage. I don't know whether she had agreed to disagree with them, or what. I'm not privy to any of that, but the board agreed for her to come because she more or less promised that funding for her position for at least the first year would come with her. She already had funding promised and given for this. And she and Barry have done a marvelous job.

Chall: So the two of them were working on water issues?

Kittredge: The two of them were really doing the water. See, she had also just had a baby. Barry has an office in Berkeley that he's not in a lot because he's at meetings so much. Cynthia works mostly at home because she has this baby, and when she's not at home, she's usually in Sacramento. So her office and computer and everything we got ready for upstairs in the Save the Bay office has been [laughs] mostly empty.

David Lewis, the new director--I don't know if Laurie told you--they're going to move again?¹

Chall: No, really?

Kittredge: They're working on a lease. Breaks my heart. I worked so hard on that office. But that's okay. There's not room for everybody to be on one floor. He wants an office where everybody's on one floor and to bring Barry back. Now it's worked out very well for Barry; they get along well, but it's inconvenient having him in a separate office which Save the Bay

¹Save the Bay office moved to 1600 Broadway, Suite 300, in July 1999.

pays for. The idea was that if Barry wanted to go off and do some work on his own, he would, but he doesn't have time. The water job is very all-encompassing. It has been completely funded by Save the Bay because he's working for Save the Bay.

Chall: Yes. He was given this fellowship option for one year.

Kittredge: Yes. That's the way the thing was written. But as I say, he did not go on and do any work on his own, even though he was allowed to with this new arrangement. You'll have to ask David Lewis about what will happen next. But I guess everybody will be back in the office. Maybe Cynthia's baby will be bigger and she'll feel happier about being away from home.

The New Executive Director: David Lewis, and Other Staff Changes

Kittredge: So that's when everything happened. And meanwhile people kept leaving. Like Patty left and who else? Somebody else left. I can't think who. Well, finally Marcia had a long time trying to find somebody to replace Kim. She finally got Carlyle to replace Kim. And then after Patty we didn't have anybody for over six months, so it was hard to get a newsletter out. Wil was finally hired and now Wil has left us.

Chall: Wil?

Kittredge: He worked one year. He was the outreach/communications/education director. I feel very badly about him.

Chall: That's Wil--

Kittredge: Wil Burns. Wil with one L.

Chall: So the board then started to look for a new executive director.

Kittredge: Yes.

Chall: In the meantime, they hired Larry Orman to handle the tasks.

Kittredge: Well, let me tell you a little bit more about that. The board's structure was that they knew we were going to be without somebody doing this, so Nancy Wakeman agreed to be a temporary executive director. The staff was quite happy with her and would have agreed for her to go on, but she felt it was too much. She didn't have time to do--

Chall: Was she a member of the board?

Kittredge: Yes. And she had also been a staff member of BCDC and she had been around a long time, so she was competent to do this. I think Barry felt she was anti-him, but I don't think that's true. I think that was just because they didn't quite agree on some things, but I don't think she was.

Anyway, she originally tried to hire Larry Orman to be an interim executive director and he wouldn't do it. He said there has to be some sort of a study, so he signed on for a three- or four-month assessment of the whole situation: the board, the staff, everything. And so from like I don't know when it was, July or August through October of '97, he did this. He was putting pieces together. He had us doing things among the staff, he had the board doing things, he was trying to work through the processes. Actually, you should talk to Larry, he would be maybe a--

Chall: Well, how was he?

Kittredge: I thought he was excellent.

Chall: I read his material. The next couple of board meetings were almost entirely devoted to his restructuring concepts.

Kittredge: Yes, and I think everybody was very pleased. The report formats that he did have been the best ones anybody's ever had. They sort of hit the happy medium between the too much and not enough that we'd had back and forth for years and years. And he had it set up on the computer so people just had to go in and update their reports every month. It was very easy to do. It didn't take hours and hours of people's time, writing a whole new report every time. Marcia still wrote more than he wanted, but at least it wasn't as much as she'd been writing before. [laughs] Things like that. He did a marvelous job.

But this first period was where he was just doing this assessment: Don Weden on his part; Rick Smith was working with Barry; Nancy was working with the rest of the staff; everybody was sort of doing their thing. Then we all agreed at the end of this four-month period, I guess, that Larry had done such an excellent job, that if anybody had to be interim director, the staff agreed that it had to be either Larry or nobody, because it had to be somebody that knew all this stuff. So then, starting November, I think, or December, Larry took on the job at ten hours a week at slightly less--his salary as a consultant was \$100 an hour I think and I think his salary when he went to work as an interim E.D. was \$90 an hour. He

guaranteed to work ten hours a week. I think he did work more sometimes.

He was there to help with everything and he was great. He helped on a big fund raising proposal and he especially helped me because we still didn't have a bookkeeper or anything. We finally hired just a plain bookkeeper. Oh, Denise didn't get a job that she wanted for a long time, so she came back and did the books for six months after she left.

Until we finally hired a bookkeeper, she worked on and did the budgets because very often she was the only one who knew what some of these budget figures even meant. So it was very fortunate that she was available and that she was agreeable to, in a sense, stay on. She was hired by us at her regular CPA rate. She's a certified public accountant, so she was hired on at her regular consultant rate. So we had that.

Larry, you know, was used to running organizations. He'd run Greenbelt for fifteen, twenty years and he'd done a lot of other things. A nicer guy you wouldn't want to meet. You probably know him, don't you?

Chall: No, I don't. I've never met him.

Kittredge: Well, anyway, he's just wonderful. Then, of course, all of this compounded when in March [1998] I landed in the hospital and they told me I couldn't go back to work. So then Larry's life got more complicated, trying to get things from me over the phone, or he'd come up here, or I'd go down there. He'd send me bills to pay and I'd send the checks back to him to sign. And they brought my computer home and then we bought the printer and a fax machine and stuff, so I have all that here.

Chall: Oh, I see, so you worked out of your home.

Kittredge: For the first few months actually I had a lot more energy than I do now and I was able to spend a certain amount of time in the next room doing it.

Chall: You don't do that now?

Kittredge: Now I go in but I find I need to turn up the oxygen and I can't stay there very long. Number one, I'm not in bed. Somehow or other just walking in there and sitting and thinking at the computer is, you know, more stress and more energy-provoking than I would think.

Chall: Yes.

Kittredge: I can't see why it's more than sitting here on the bed, but I don't feel--I mean, after about two hours, I feel that I've used a lot of energy after talking to you or anybody for two hours.

Chall: That's right.

Kittredge: But otherwise, I really don't. I don't feel bad at all. But anyway, that complicated the office routine. So he finally got Laurie whom he had known at Greenbelt because we just couldn't find anybody suitable.

Chall: So that is Laurie Schuyler?

Kittredge: Yes. Schuyler. And she's just wonderful. I just am so pleased. She seems to care and like the job. She's somebody who learned bookkeeping on her own. She didn't go to school to be a bookkeeper so she may not be able to do the bookkeeping herself, but she's at least doing all the budgets and things like that. We may hire a bookkeeper to help her--you know, keep the outside bookkeeper, simply because she has too much to do.

Chall: She's the director of finance and administration.

Kittredge: Yes, now, see, that's the job Denise had, but Denise had me full time to help her and I did all these things. Now, she's got to do all the things that I did, which is all the paperwork, you know, all the million and one things that I did that I just showed Denise, for Denise to keep on doing it: the payroll stuff and the pension stuff, and the medical stuff, and the running of the office.

And thank God--I swore when we moved to that office that I built--you know, that was one of my major accomplishments, was that fourth floor. It was gutted and we designed it and built it and had all the computer things built in and everything. It was wonderful, but it took months and months longer than we ever anticipated. I always knew I didn't want to build a house and now I know I don't. [laughter] When I got through with that, I swore I'd never move again because I'd moved Save the Bay to so many different offices. I said that would be my last time, little knowing that my health was going to prevent it. But I think maybe the thought of another move would have made me retire even if my health hadn't.

Chall: Right. So you left in March of 1998, and David Lewis was hired in April 1998?

Kittredge: Yes, David Lewis was hired in April.

Chall: How was that?

Kittredge: Well, we had a board committee. I didn't get to finish. The chairman of that committee to get an executive director was What's-his-name, the biology professor at San Francisco State.

Chall: Oh, I don't think I've even got his name.

Kittredge: [looking through papers] What did I do with that? His name is Mike Vasey--V-A-S-E-Y. He was head of the committee that interviewed people. He read the final drafts of the applications, and interviewed the people--a couple of them. Several of them, including David, we had to pay for them to fly to Oakland. David was in Washington. We had somebody else in Florida. And then they did a second round where three of them came back for a second time. There were two people that were candidates at that point. They spoke to the staff and more than half of the staff wanted the other person. I don't know whether this should ever be written in or not, I don't know, but anyway, the board pretty much voted for David and the staff was then persuaded and so he was the one they invited.

But in the meantime, he and his family had gone off to South America for I don't know how many weeks and were incommunicado, so we had to speak to him through his parents who got regular phone calls from them when they reached civilization. So it sort of went on for a couple of months. They had agreed by February--January or February--that they wanted him, but they hadn't worked out the details. And he hadn't agreed to do it. He hadn't come back to the Bay Area until April, which is why he wasn't there until April.

Chall: I see.

Kittredge: The staff did have an input and felt that David had the kinds of managerial skills that they needed. Now, whether that has come through or not, I don't know. You'd have to ask certain people because I haven't been there for a staff meeting or anything since he took over.

Chall: It's only been since April, and I don't know how anybody would know.

Kittredge: Oh, I think they would.

Chall: You can find out pretty fast?

Kittredge: I think they would. Maybe, I'll see. I'd have to ask the people that had been there before.

Chall: That's for the future; we're getting the past.

Kittredge: Right, right.

Chall: I think we've done quite well.

Kittredge: Have we gotten through your list?

Chall: Yes, well, we came right through to the hiring of Lewis, which is what we wanted to do. So we've done it and we've come to the end of the tape.

III JANICE RIVERS KITTREDGE: FAMILY BACKGROUND AND EDUCATION,
1926-1947

[Interview 4: January 6, 1999] ##

Chall: We'll start with your birth date and where you were born.

Kittredge: March 30, 1926. I was born in a hospital in Oakland.

Chall: In Oakland. Where were your parents?

Kittredge: My parents were living in an apartment while they were building a house in Berkeley, so I always sort of say I lived in Berkeley all my life because I moved there as a baby.

Chall: Right. I think that could be taken as truth. [laughter]

Kittredge: It was in north Berkeley in the Thousand Oaks District. I went to Thousand Oaks Elementary School, Garfield Junior High School, and Berkeley High School.

Chall: Garfield Junior--

Kittredge: Garfield Junior High School--it's Martin Luther King, now, of course.

Chall: And Berkeley High.

Kittredge: Berkeley High and then Cal.

Chall: So how did it happen that your parents were building a house in Berkeley?

Kittredge: Well, my father was a railroad engineer and at the time he was driving the interurban. He had a lot of seniority and he was running the interurban Red Cars, or whatever you call them, for the Southern Pacific and they both ended on Solano Avenue, which was the end of the line, so he thought that building a house over there would be the most convenient place.

He and my mother had just been married the year before. He was already thirty-nine years old, or forty--thirty-nine, I guess--and my mother was twenty-nine.

The interesting thing about them is my father was--I don't know if you want me to do this now or--

Chall: Yes, yes.

Kittredge: My father was born in Berkeley, in 1888, and lived here for the first six or so years of life. He went, I believe, to Whittier Elementary School--but probably not the one that exists now--until his mother died when he was six or seven. And then his father took him and raised him with other members of the family on the family ranch which was in San Pablo. This ranch was obtained by my great-grandfather as part of the Peralta--I've forgotten--in the 1890s or something like that--I don't know when. My grandfather was born in the 1850s on Telegraph Hill in San Francisco, so on my father's side I'm a several generations back Californian.

Chall: Yes, I see. And your father's name--that's Rivers, right?

Kittredge: Paul Rivers.

Great-Grandparents: Azores and Ireland

Kittredge: And my grandfather's name was Joseph Rivers, only at that time the family name was Portuguese and it was Ribera--R-I-B-E-R-A.

It's an interesting story and one I wish I knew more about. I wish there'd been oral histories when my grandfather was alive because mostly it's my memory. My two sisters are younger than I and they don't remember as much as I do.

He talked about his father. His father was born in the Azores and came to the United States to escape being conscripted as they all were, I guess, in the Napoleonic Wars or whatever wars were going on then. Anyway, he came over when he was like fourteen or something to avoid being conscripted.

He was a fisherman, as most of the people in the Azores were, and he lived in New Bedford, [Massachusetts], which is I guess just full of Portuguese fishermen. He was even a part owner of a fishing boat. And then when the gold fields opened up, he decided he'd try his luck, so he sold his share of the

fishing boat, put all his earthly goods in gold which he wore in a money belt under his belt, and signed on as as just a common seaman to come to California.

They came around the horn of South America. And when he got to San Francisco everybody was jumping ship; San Francisco was just full of abandoned sailing ships. They wouldn't let them off, but he jumped overboard to swim to shore and according to my grandfather--according to what his father told him--he darned near drowned.

Chall: Because of the weight of his clothes. [laughs]

Kittredge: Because of the money belt he had on, he barely made it to shore. And an interesting thing--he never did go to the gold fields, I gather. I think he went into store-keeping or doing something else.

And he met and married my great-grandmother in San Francisco and that was also kind of interesting. I don't remember her name. I can't think of her name.

Chall: Was she Portuguese?

Kittredge: No, she was Irish. They were both Catholic, but she was Irish. [phone rings] (I'm going to let it ring.) She had come to be a servant girl in the United States. She left Ireland. I don't know if that was because of the potato famine or some other catastrophe, but she had left Ireland for a job in Boston. What happened was that they met in San Francisco at a hotel that evidently people from Boston or people from Massachusetts went to. And since he was coming from New Bedford and she came with this rich family she was working for, they met in San Francisco simply because they had both lived in Massachusetts. I thought this was kind of an interesting little sidelight on that history.

But anyway, as I say, their children were all born here, and my grandfather was the second oldest, I believe. He was the oldest boy, but I think he might have had one older sister. [tape interruption] Okay, so anyway, that's how come my great grandparents came to California.

My great-grandfather for some reason or other decided he would go into farming. I have no idea why, because he was a fisherman, but he got this piece of land from the grant which was in the San Pablo area. Actually it's part of Richmond city now and there is a street there that's called Rivers. The name wasn't changed until my grandfather's time. He and some of his

brothers changed their name from Ribera to Rivers, but they didn't all; I remember one great-uncle who was still Ribera. And the reason they did that is because of the stigma. My father as a little boy remembers being called "dirty Portuguese." And it's so interesting because you don't think of it--Portuguese, particularly, because it's not in the same area as the Jews and the Irish in the East, so--but I guess at one point Portuguese were looked down upon.

Chall: Like the Italians were.

Grandparents: Californians

Kittredge: Yes, like the Italians. Anyway, so my grandfather was mostly brought up on this ranch in San Pablo. And then he married, and I don't think--I have no recollection--he must have told me, but I have no recollection of how he met his wife, whose name was Ella--Ella Stevens. [spells] And that was my father's middle name--Steven.

Ella Stevens. She was born in Stockton in 1888. Both of my father's parents had been born in California, which makes him a double Californian. Well, I can't claim that and neither can my children because my father didn't marry a Californian and neither did I. But my grandfather did. As I say, my grandmother died very young, and so my grandfather went back to the ranch and my father was brought up mostly on this ranch that belonged to my great-grandfather. He remembers riding a horse to school in Hercules and things like that on this ranch.

Then at some point, I don't remember exactly when--when my great-grandmother died, I guess--they sold the land. By that time the city was growing up around it, I guess, and it was sold as Richmond city lots. There is a street named Rivers out there. I found it once with a cousin of my father's who was doing some family history. He was a professor and he did a lot of work but his handwriting was totally undecipherable. Then he had a stroke, then he died and his conservator threw everything away because he said nobody could read the writing. And he's probably right; even if we'd saved it, we probably couldn't have read it.

Chall: Too bad.

Kittredge: It's too bad because he'd done a lot of work. He'd even gone over to Portugal and Ireland to look up some of the old family records.

Parents and Siblings

Chall: Was your father an only child?

Kittredge: Yes, my father was an only child.

My father went to high school for a short while in Oakland, but he was just dying to be a railroad engineer so he lied about his age when he was sixteen and got taken on by the Southern Pacific. He was born in 1888, so this was in 1906, or early 1900s that he started his way through the railway hierarchy. By the time he married my mother in 1925, he already had a lot of seniority.

And he was, as I say, a confirmed bachelor, but--I'll just finish this for the moment--he made a friend of one of the younger people that he was helping. They all helped each other pass the exams for going from fireman to engineer and all these sort of things and one of them was a man named Everett Shelton who had come out from Booneville, Indiana with his wife. He'd take Paul--my father--home to dinner with him and so forth. Dad, of course, really liked this home cooking. He didn't have a chance! He probably lived in a boarding house or something, I don't know, but my aunt invited her older sister out to visit her and my dad, when he heard that Gladys's sister was coming, he said, "Well, if she can cook as good as you, I'll marry her." And later on, one of my sisters said that Aunt Gladys told her she had this in mind. My mother's name was Grace Goad--G-O-A-D.

Chall: She came from where?

Kittredge: She lived in Booneville, Indiana--a small town in southern Indiana just across the Ohio from Kentucky. She grew up on a very small, poor farm. She and her sisters--well, I think her sisters hired out as hired girls because the farm really wasn't self-supporting. My grandmother made money by selling her eggs and her butter and things like that and my mother also did sewing. She was a very good seamstress.

They had a younger brother who was like ten years younger than my mother. When he was ready for high school--she only

went through eighth grade because that's as far as the country school went--she moved into Booneville and worked as a seamstress to help him and to keep house for him so he could go to high school. Then he won a scholarship to college; he was the first member of the family to go to college.

Anyway, my mother was very well-read, I thought, for somebody who had little education. My uncle sort of thought she might have been the smartest of the lot.

Chall: The uncle who went to college?

Kittredge: The uncle who went to college and ended up working for New York Bell or something for most of his years--in a pretty high position.

So she at that point was in her late twenties and not married and he [my father] was in his late thirties. They were ten years apart, I think. So I was born when she was twenty-nine and I think Dad was thirty-nine.

Chall: And then you had sisters who came after you?

Kittredge: I have two sisters. Lois was born in 1928 and then Gayle-- spelled G-A-Y-L-E--was born in 1932.

Chall: This was all during the Depression, but your father had a good job.

Kittredge: My father had a secure job. I think at one point he maybe had to go back and be a fireman, but they just got lowered. And my uncle, who was of course much farther down on the pole, actually lost his job with the Southern Pacific. Well, he didn't lose his job, he lost his seniority and he had to go to work doing carpentry and other things during that time because he didn't have enough seniority to stay on. As soon as things got better he was hired back on.

Chall: Now when you say your uncle, who was this?

Kittredge: This was Everett Shelton--the uncle from Indiana whose wife's sister was my mother. This uncle and aunt were actually surrogate grandparents for my children because both of my parents died before they were born.

Chall: Oh, really?

Kittredge: Yes, neither of my parents survived. My mother had cancer and died--well, they both died of cancer but my mother died when I

was only nineteen when I was in Cal and my father died the year after I was married. He did live to see me married. I was married when I was twenty-six, so I was a little bit younger than my mother.

Chall: Yes, well, your father lived a fairly good life, then, a long life.

Kittredge: Yes, but he was never happy after my mother died. It was pretty sad. He thought my wedding was fine, but he didn't really enjoy himself. Then he got cancer and had to have a colostomy and all the miserable things that those involve. My mother lived for years, dying by inches with liver cancer, and we had thought that this would probably happen with Dad. We were not looking forward to it, but fortunately he got pneumonia and died, which was just a blessing for him and us and everybody.

My mother really just dragged on and on. It was so sad. By the time she finally died, you know, there were no tears left because it took such a long time. But that's what cancer does and of course in those days they couldn't do anything. With mother, when they knew it was cancer of the liver, at that time they didn't touch the liver. Now of course they can operate, but they couldn't then. There was no such thing as chemotherapy or radiation or any of those things. And this was the forties--forties and fifties--when my parents died. So anyway, that's my parents.

Chall: Were your parents church-going?

Kittredge: No, they weren't church-goers at all. My mother sent us to the local community church--Northbrae Community over there near Solano. We went to Sunday school there and she used to go once or twice a year--I think she went on Mother's Day or something. Laurence Cross was the pastor, who at one point was even mayor of Berkeley.

Chall: Right, he had a great reputation.

Kittredge: He was quite an orator. They held Mother's Day services in the Oaks Theater because so many wanted to come hear him, a local celebrity.

Chall: So your mother gave up her Catholicism, is that right?

Kittredge: No, she wasn't [Catholic]. My mother wasn't; the only people that were Catholics were my great-grandparents: the woman from Ireland and the great-grandfather from Portugal. And my

grandfather and his brothers thought there was some hocus-pocus between their mother and the local Catholic priest, so they were sort of--I think they thought she gave him part of their inheritance--I don't know what. There's a lot of that that went on, and as far as I know, neither my grandfather or any of his brothers and sisters ever carried on the Catholic religion.

Oh, I know what I didn't finish, if I can back up just a minute.

Chall: Yes.

Kittredge: I said I didn't know how my grandfather and Ella Stevens met or anything, but it's interesting her background--she was born in Stockton and grew up there. Her maiden name was Joyner, I believe, and her father came to California with Fremont when the United States wanted to take over California. I guess they marched across the country. Anyway when he was in the army with General Fremont he liked California. After I guess he was mustered out, or whatever they do, he thought this was a good place. His family home was Covington, Kentucky, and so he went back to Kentucky and gathered up I don't know how many of his relatives and they somehow came. They must have gotten to the East Coast and gotten on a ship and then walked across, I guess--or however they did it--the Isthmus of Panama to get on another ship to come to California. And they settled in Stockton.

Now, that's all I know about them. I don't know what their job was or anything. As I say, for some reason or another I never heard my grandfather say how he met his wife. But my father and his father knew this because her mother was widowed she helped my grandfather take care of this little boy that was my father who was six or seven when his mother died. I don't know whether he lived with both grandmothers--whether the Irish grandmother was still alive or not--but he lived with his Joyner grandmother. She helped keep house for her widowed son-in-law and they ranched.

I know he had stories about taking hayloads on a wagon up San Pablo to the docks in Oakland or something. I mean, you think of San Pablo as a road you would ride, but it was even named San Pablo, I guess, or San Pablo Avenue. It probably went from Oakland to San Pablo. I don't know.

Chall: Well, it almost does now.

Kittredge: Yes, right. Well, anyway, that finishes that up. Sorry. Again, I thought that was interesting--the Fremont connection and how he went back.

And as far as I know there was no religious connection with any of those people. In fact, the only people that were involved in a church were probably Craig and me. We joined the Episcopal church after we married. Our children were all brought up in All Soul's Episcopal Church. But as I say, that's just a footnote; it doesn't have any--

Chall: Were you married in a church?

Kittredge: Yes, but we weren't married in the Episcopal church because in the fifties--it's hard to believe now, because every episcopal minister I know has been divorced--but in the fifties the Episcopalians would not marry anybody who'd been divorced and my husband has been married before. So even though we had had ourselves baptized before we were married and had been going to All Soul's, the minister there could not marry us because Craig had been divorced.

So we had a marriage ceremony at the First Unitarian Church which is now part of the university, the lovely old Maybeck [actually by Schweinfurth] building that's on the corner of Bancroft and Dana, I think it is.¹ We were married there by Fred Stripp, who was a speech professor at Cal. I've forgotten what kind of minister.

Chall: You were well married.

Kittredge: He wrote the marriage ceremony. I have a copy of it in my photograph album. And then because I had fondness for the Town and Gown Club through some of my alumnae activities, I arranged the reception at the Town and Gown Club which was also on Dana and also in a Maybeck building. So we went from one Maybeck building to another from the wedding to the reception. That was September 28, 1952.

Do you want to know how I met Craig? I mean, where would that go in?

Chall: Well, it doesn't matter where it goes in.

¹According to Berkeley historian James R.K. Kantor, this is the Schweinfurth building.

Kittredge: But basically I don't marry him until a while longer, so--

Chall: Well, then why don't we get you into your education.

Kittredge: Thousand Oaks Elementary School.

Chall: Yes. You went to the elementary and the high school. Anything special to say about the elementary school?

Kittredge: Nothing special. Berkeley in the thirties was a very sleepy little town. Nobody could believe that now. As I look back, it was a very conservative Republican town. My memory goes back to when we still had ice deliveries. When they built the house in the late twenties, refrigerators still weren't so common, so they had a built-in ice box where the iceman had to come and deliver the ice. And you had to empty the drip pan and all the things like that.

Chall: That's right.

Kittredge: Mother had milk delivery and bread delivery. She never learned how to drive, but my father did, of course.

He didn't stay on the electric trains a really long time. When I was a really little child--sometime during the time I was in elementary school--I think he gave it up. He just hated it because you had to drive through traffic on the electric trains, of course, and you know, drivers are stupid and would get themselves killed by driving over the train tracks and things like that. He had the seniority to do anything he wanted, but once he was finally married and settled, he didn't want to take any trips or go any far places. Although I think as far as the trains ever went was Sacramento. You know, even though Southern Pacific went to Nevada, they changed crews. Anyway, so he went on what they call switching routes, mostly in Berkeley or Emeryville, and switched engines. And he spent the rest of his career just doing that. You know, they had regular hours and they switched rail cars up and down, and back and forth, and so forth.

He was getting hard of hearing which was probably both occupational and hereditary because my grandfather was extremely deaf. That was another reason I think probably I didn't get a lot of history because it was very hard to talk to Grandpa because he was so deaf. I grew up projecting my voice and speaking very loud, which has sort of been a cross to me

all my life because people are always saying, "Janice, don't talk so loud." And I say, "You grow up with a deaf grandfather and a deaf father, it's very hard not to speak louder than you should." But I've always been able to project my voice. I've had compliments on that.

Chall: And there've been times when you needed to, I'm sure.

Kittredge: Yes.

Chall: So that was your father's work.

Kittredge: My mother started getting ill in I guess '40. It was '39 or '40. And she didn't die until '45, so she was ill for a long time. And Daddy never told her she had cancer. She was a smart woman--

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Kittredge: When he finally told us she had cancer and was not going to live, it was pretty obvious. I was in college, and Lois was in high school, and Gayle was thirteen--she must have been in junior high.

Chall: Oh my.

Kittredge: So Gayle was pretty young when she lost her mother. And then the three of us kept house for Dad. My grandmother--my mother's mother--happened to be here when she died, so she lived with us for a year. She cooked, mostly, which was probably a good thing. But then she died of a heart attack very suddenly, so Lois, Gayle, and I took care of the house and Dad and what have you. And that's one of the reasons I never went off and got an apartment or anything. I never lived away from home because it wouldn't have been fair. Well, Dad wouldn't have understood, you know, why I would want to live anywhere else if I could live for free at home.

Chall: Girls didn't do that that much anyway.

Kittredge: But mainly it was because it wasn't fair to do that to my sisters. It was a lot easier for three of us to take turns cooking dinner for Dad and that sort of thing, so we just shared the week and we all took certain times. As I say, I was in college. Lois started Cal I guess in--I don't know when. Lois was the class of '52, I guess. I graduated in '47, so Lois started in '50, maybe. I don't know when. No, she was class of '50, so she must have started--

- Chall: About '47--about the time you had graduated.
- Kittredge: Right after I graduated, yes. Anyway, then Gayle was the class of '54. And we were all Blue and Gold editors.
- Chall: You were all what?
- Kittredge: Blue and Gold editors.
- Chall: Oh really!
- Kittredge: Yes. Lois wasn't the head editor but only because it was the first time they'd had a man on the Blue and Gold staff and he got it just by virtue of being the man. Lois was better. And then by the time Gayle came along, they'd given up that and Gayle was the editor of the '54 Blue and Gold.
- Chall: I see. But of course when you were in college most of the men were in the service.
- Kittredge: Well, they were in the service or not there.
- Chall: So you weren't competing with men for some of these top jobs.
- Kittredge: Yes, certainly not very much, although as I recall, there was only one woman president of the student body; the others were men. They were in the service, they were in Callahan Hall, or something.
- Chall: They could participate.
- Kittredge: Yes, they did participate even though they were in the service, so it wasn't totally devoid of men like people tend to think. And then of course there were some men that were deferred medically or otherwise.
- Chall: Yes, that's right.

Berkeley High School: Discovering Volunteer Activities

- Kittredge: Anyway, I went through elementary school and junior high school and then Berkeley High and I sort of just got programmed into Cal, I think. [tape interruption] You've got it back on?
- Chall: Yes, you were talking about your high school.

Kittredge: I didn't get into volunteering and stuff, I would say, until I was a senior in high school. When I was a senior in high school, I took dramatics and so then I got involved in a couple of small plays. I tried out for the senior play and didn't make it, but Mrs. Schwimley made me the student director, which meant I was the prompter. So that was one of my first tastes of being in an activity, being part of a volunteer activity so to speak.

Also, I joined the yearbook staff in charge of senior pictures or something or other on the suggestion of my chemistry teacher, who happened to have been the faculty advisor at one point. He said, "Why don't you do this? It's not hard and it's kind of fun." And so that was really my first taste.

I was very much searching I think--I had these two parents who'd grown up on farms who really didn't know much about cities or a lot of things--it's really very interesting--and I was the oldest. Both of my sisters just sailed through things, but I had to break the ice with my parents for everything: about going out on a date or doing, I mean, everything. I was the first person.

And I wasn't that knowledgeable myself. You know, I was the only one that wasn't in a sorority in high school or college and it just was one of those things. I was always the leader in my family. My parents sort of learned on me.

And then with all the problems of my mother being sick and everything--. But anyway, all of this just goes to show that when I got to Cal, I really knew already that I wanted to volunteer. And since I'd been on the yearbook at Berkeley High, the first thing I did was sign up to be on the Blue and Gold.

The University of California, Berkeley, 1944-1947:
Extracurricular Activities

Chall: And you started as a freshman?

Kittredge: I was a freshman. Well, back in those days that's the way you did it. You signed on Daily Cal or Blue and Gold or Pelican or any of the publications--and I think to some degree on other things like Welfare Council and the Y and everything. What you did is you started out in a freshman position and then if you

kept on and you were good, you generally got a sophomore position. Then it got narrowed down. There were fewer junior positions and it was narrowed down even more to the two or three who were the editors or who were the top people on the various councils. Sometimes there was quite a competition for it. Generally in the Blue and Gold there wasn't; there was sort of one person that was the obvious person that did it.

Editor: The Blue and Gold

Kittredge: I actually was assistant editor when I was a junior because there weren't enough seniors at that point to take the work. There were three senior editor positions: an editor and two assistants. And there were only two people really qualified in that class, so I ended up being a senior editor for two years simply because they needed a senior editor. So I was an assistant editor in my junior year and then I was the editor-in-chief in my senior year.

Chall: Doesn't that take a lot of time?

Kittredge: Yes, yes, and you got a pittance of a salary. Now, I understand, the Blue and Gold is totally paid and there's no going up to it; they just advertise for somebody to take it on as a senior. I think that's what they do. There's no ongoing organization like there was in my day. We did everything from the scheduling of photographs and getting the senior pictures to pasting them down on--and of course, printing. Photography and printing are so different nowadays. Then you had to have things pasted down and photographed, and then engraved and printed on letterpresses.

Chall: Yes, and you had to proofread it all.

Kittredge: Type had to be set. You know, there was a lot of proofreading and it was a totally different thing. But that was what gave me an interest in printing and publishing and advertising that I went on to carry on after I got out of Cal.

Chall: So you actually used it.

Kittredge: For years people would say, "What was your major?" and I'd say, "Well, technically it was geography."

Chall: Yes, I saw that. [laughs]

The Associated Students of the University of California

Kittredge: That was my major, but I'd say I really majored in extracurricular activities because that's what I did mostly. After I had started on the Blue and Gold, I realized--because there were so few people on campus--there are all kinds of other volunteer opportunities. So I sold student body cards--in those days they weren't automatic; you had to buy your student body card--privilege card. And I was also on a bunch of other things. In fact, I was the head of the elections board.

Chall: What did that mean?

Kittredge: Well, that was the ASUC [Associated Students of the University of California] elections where you arranged to have polls set up around; you counted the ballots; you did all of that. Underneath Eshelman Hall--which is now Moses Hall--in the basement there where we worked, we actually somehow or other had a connection where we borrowed voting machines from the City of San Francisco. And they were more complicated than paper ballots. Then we had other polling places around the campus. Anyway, I was head of elections board for a year.

When you're at the head of some of these organizations, that automatically puts you on things like the ACC--the Activities Coordinating Committee. There was a publications board and when I was a junior--no, I guess I was a senior--anyway, I was on the publications board. Because of that I was on the finance committee--ASUC finance committee--if you can believe this.

What was so interesting to people when I got this alumni award [October 6, 1995] was that I mentioned the football season of 1946. I don't know if you're familiar with it, but during the war [World War II] we kept on playing football because we had all these servicemen that could play. They were allowed to play. And Buck Shaw was the coach. Then in 1946 he was already signed up by the 49ers, so he went back to coach the 49ers and we had an old navy person--who maybe had been a football coach before the war or something--named Frank Wickhorst. He came to be Cal's coach in 1946 and he was so dismal. Our season was so dismal that during the Big Game the students ripped up the seats in the stadium. Of course, those wooden seats were pretty battered by that time anyway, but it was quite a--. It's incredible now when there's been so much worse going on, but this was a great thing, in 1946, that the students ripped up the seats because they were so annoyed.

At that time the ASUC ran the athletics department along with the student government and everything else. The athletics were all under the ASUC, not the university. On this finance committee we had plenty of other people--we had alumni representatives and we had university representatives and so forth--but still the students were supposedly the main thing. And I remember, [laughs] I was one of the people who voted to fire Frank Wickhorst. If you can imagine twenty-year-old students like me who probably knew very little of what really was involved, you know, voting to fire the football coach. It was quite an interesting time.

I don't remember how much longer but it wasn't, I don't think, too long after the war was over that the university and the athletics department somehow or other took over the intercollegiate athletics [1960], which before that time had all been under the associated students.

Chall: My word! What a job.

Kittredge: Which a lot of people don't remember to this day. I think it's really funny. I think it's because I had the football coach experience that it sticks in my mind so clearly, because basically my activities were more publications than some of these other things.

Chall: Well, what I was wondering was how you managed to get any work done--school work done.

Kittredge: Didn't sleep a lot. I always, you know, got along on fairly minimal sleep--still do to this day.

Geography Major

Kittredge: The reason I ended up being a geography major was I started out general curriculum because I didn't know exactly what I wanted to do. I always liked history, but didn't particularly--in history you had to take some very hard bibliography sort of course. I'd always had sort of an idea I'd like to maybe be a librarian, but I was dismal in foreign languages and there was a foreign language requirement that I figured I could never pass, although I did take both French in high school and Spanish in college. Spanish was the worst class I had and the worst grades I had were from Spanish, but I had to take it because it fulfilled something called a National Service requirement.

During the war you had to take something that could be useful in time of war--don't ask me why. And a foreign language fulfilled that requirement. After I finished taking Spanish, I guess when I was a sophomore, then I took a semester of I guess it was CPR [Cardio Pulmonary Resuscitation], or whatever it was called at that time. I took a semester of that and a semester of something else, and then by that time the war was over so they dropped the requirement--but it was kind of a struggle to do it.

But the reason I ended up being a geography major is I didn't have to take a lab science because I had taken both physics and chemistry in high school; but I had to take three semesters of lecture science, I think. So one of the things I took when I was a freshman was Geography 1, which is physical geography and I liked it quite a bit and I liked what they said about Geography 2, which was cultural geography. Now, that didn't cover any science requirement, but I took it because it looked interesting. And I really liked that so, lo and behold, I just sort of decided to keep taking more geography courses.

And geography was good because it was a small department and you got to know everybody--all the professors. There were very few professors. And I think they have, to this day, a tea one afternoon a week, every week, where everybody--professors, graduate students, and undergraduates--are all invited. I got to go to those and enjoyed the interactions with all the professors.

Chall: Where were the teas held?

Kittredge: They were held in one of the classrooms. The department secretary made the tea. And there weren't that many of us when I was a senior, but there were several quite world-famous geographers on the staff. Carl Sauer was my favorite professor.

Chall: Yes, he was well known.

Kittredge: I just adored him. I've got a picture of him. I made sure--there's always a section of faculty, and I made sure that he was one. [Leafing through the Blue and Gold] I think it's a particularly good picture. Here he is. I just adored him. He was a wonderful professor. And isn't it funny? One of the professors that we picked was Charles Gulick. I didn't know him at all because I didn't take economics, but here I ended up being a very good friend after the Blue and Gold days, because that's Esther Gulick's husband. I didn't even know that he was in here until this very minute.

Some of these professors I picked, but usually what happened is all the staff was asked who their favorite professors were. And I remember that Carl Sauer was mine and I think maybe [Robert] Kerner--I don't know, some of the others. I think [Robert H.] Lowie was [picked by me] because I discovered that anthropology--cultural anthropology--went along with geography very well, so I took a lot of anthropology along with the geography--and I took history--those three things.

Geography was a very good major because it didn't have a lot of requirements. They wanted you to take other courses, so there weren't a lot of geography courses. As a matter of fact, some of the required courses couldn't even be taught during the war because they didn't have anybody to teach them. In my senior year, I ended up taking meteorology and cartography which mostly people took in their undergraduate years. But there had been nobody to teach those during the war, so I ended up taking some courses as a junior and senior that I should have taken earlier.

Dr. [John] Kesseli, I guess, was there, but quite a few of my classes were taught by visiting professors. I remember one from Australia who was very interesting and had a lovely accent. And then when I was a senior, everybody was back--all the famous people who had gone off to do something during the war, whether it was for the government, whether it was meteorology or what. They had all gone off to do something in the war and I do not know what.

More on the Blue and Gold

Kittredge: It's really funny, the other administrators, of course, were all the same. Here's a picture of Brutus Hamilton who besides being track coach and a good friend of mine, was dean of men. And then right after that or shortly thereafter, anyway, he got to be head of the--I don't know what you want to call it--the director of the ASUC, or I mean the chief faculty advisor.

I dedicated the book to Brutus because I was very fond of him. I've always been a track fan. Then I knew his wife who was on the Prytanean [board] as an alumna. I kept up with Brutus and Rowena and then after he died she kept doing things for Prytanean. We have a woman's athletic scholarship Prytanean gives in Rowena Hamilton's name. Actually, I knew their daughter. They had just one daughter who was around my age and went to Berkeley High when I did.

But see, he was ASUC acting general manager and then he became the general manager, so he was [reading], "One man to assume the responsibility..." so they got him to select the new football coach. He was the one who hired Pappy [Lynn] Waldorf. And I remember meeting Pappy Waldorf. For a semester or so I had a part time job along with the Blue and Gold and everything where I got paid for being in the athletic office which was right there in Stephens Union, now Stephens Hall. They had an information window and another girl, who was a friend of mine, we sort of split the job, you know, around our classes. We each worked a number of hours a week at that information window doing odds and end things for the--it was the athletic department, I think.

I remember meeting Pappy on his first trip from Northwestern to look at Cal. It was one of those early February lovely spring days when the cherry blossoms were out and everything. He'd left Northwestern in a blinding snow storm and he couldn't get over the weather. He just kept saying [laughter] that this weather was incredible. And although he was hired then, I didn't know him very much, of course, because I graduated in June. His first season was '47, after I had graduated.

But Brutus was ASUC general manager after all of this. See, he was dean of men, he was track coach, he picked the football coach, and then took over the acting general manager of ASUC. And even I think he was the football coach for a short while, too, along with being track coach in the twenties, I think. He was an incredible person--the greatest gentleman you'd ever want to meet. He was extremely great.

Chall: Well, it looks as if you had a certain amount of liberty in the making of choices of pictures and articles and all of that.

Kittredge: Yes, of course, because I was editor. But as I recall it was pretty democratic. We let people--at least, the juniors and seniors who had more opinions on the subject were able to decide.

The Honor Societies: Panile and Prytanean

Chall: Very nice. So now, as a result of your extracurricular activities, you were asked--is that how you became--a member of Prytanean?

Kittredge: We were asked to join. First there was Panile, which was the sophomore society. And I think it is long gone. You'd have to look up the UC archivist who could probably tell you when Panile started. I wish I could show you the pins but we had a burglary and all my pins were stolen. And they were real gold, too, so they meant something. They had my name engraved on them and the year. It just breaks my heart to have lost my first--my Panile pin. It was a campanile with a pearl where the clock was--a gold and black campanile. It was just the neatest pin you ever saw. So that was the sophomore honor activity.

Most of these societies had a grade point as well as a service requirement. Prytanean had the least. Now they have a higher grade point but then you just really had to have a C average in order to be eligible to participate. You couldn't have below a C average in any activity, whether it was a football team or the Daily Cal or whatever. You had to have a C average, but I think C meant more then than it does now. Now nobody even thinks about C as even a halfway decent grade, but then it was average. Now if it's average, I don't know, but nobody ever seems to want to get a C. Well there wasn't such an emphasis on graduate school either, or things like that.

Anyway, so I got into Panile. And then the next year when I was a junior--and you realize, I was going through school straight on, three times a semester during the war. You had one week for finals and then two days or three days off, and then you started the next semester. And you got no vacations. And the first year I was there in '44 we even went to school on Thanksgiving Day.

Chall: Really!

Kittredge: This was because the navy for some reason or other didn't give it off and didn't allow their fellows attending school to have it off so the professors decided if they had to be there to teach the navy guys, we might as well all come. So I remember going to school on that Thanksgiving.

The War Years on Campus

Chall: Well, this was the war--the war years.

Kittredge: You see, by '45--. Well, I was there during a most important time, of course with D-Day and all that.² But I was really there only like a year and a half when the war was actually going on. See, the war was over in August of '45 and I started in February of '44, so it was just a year and some months that I was there during the war.

And there were all of these things we did during the war. People, you know, volunteered as nurses aides. We had one lady, Mrs. Kolasa [?]-I guess she was an alumna, I don't know --she was very involved in the USO [United Services Organizations] and she had us all making scrapbooks. She had magazines and we made these scrapbooks of pretty colored pictures. I've always thought, ever since, what the heck did those servicemen want with scrapbooks of magazine pictures? What on earth did they ever do with these? Well, I guess if they shipped them to USOs all over the world, maybe just looking at these pretty pictures made somebody happy--I don't know! As I say, I've thought since, what in the heck did they do with all these dumb scrapbooks that we cut and pasted all those years ago? She had whole scrapbook-making sessions.

Chall: Really?

Kittredge: In this workroom we had underneath--

Chall: Just pictures?

Kittredge: Oh, I'm sure in the Blue in Gold; if not my Blue and Gold, then some Blue and Golds, maybe the Blue and Golds before that--starting in '44, or '43, maybe. I don't remember there being anything in here. I'd have to look through, but my guess would be--because we wouldn't have done it in '47. No, we wouldn't have done it in '47, so you'd have to look back, but I'm sure there are pictures of it.

Oh, and they had bandage-rolling. We rolled bandages. Why did we roll bandages? Why did anybody roll bandages? They didn't have to be sterile, I guess.

Chall: I don't think they needed them, actually, but it was something they had done in World War I when they needed them and so I think it was just one of those things they decided to do again.

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²D-Day. June 6, 1944. The Allies launch the Normandy invasion.

When the big game at Cal was World War II

By Mary Rajkumar
STAFF WRITER

Oakland Tribune, November 22, 1996

BERKELEY — As a college student in the mid-1940s, Janice Kittredge missed out on the Big Game. There wasn't one, and for a good reason.

It was World War II, and men were skirmishing on the battleground instead of the football field. Stanford University — then a much smaller campus — didn't have enough men to field a team.

But Kittredge, 70, and hundreds of other wartime alumni of the University of California, Berkeley, will be cheering this year at the Big Game.

The classes of 1945-47 will celebrate their 50th reunion this weekend with a party and gift of \$1 million to Cal for new construction and research. They also will share memories of a Cal that few students knew.

"It was an atmosphere on campus that no peacetime campus had," said Mary

■ Big Game extra big for Cal freshman making his first start.

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where few men were to be seen. Her own boyfriend — now her husband of 50 years — went away to fight, as did the boyfriends of many others.

Engstrom, 71, of Oakland. "It was a different life."

In September 1942, Engstrom entered a campus

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Without men, women ran the campus for the first time. Women served as student union presidents and yearbook editors. Engstrom became editor of the student newspaper, the Daily Californian.

Classes were held Thanksgiving Day, and students took less than a week off between semesters. Many students got through college in two or three years, paying \$27.50 per semester. Others dropped out to work in the war effort.

The war took front-page in the Daily Cal and in the lives of many students. Many of the students' campus activities were war-related, such as rolling bandages, raising funds and making scrapbooks to send to servicemen and women overseas.

Even the traditional freshman-sophomore brawl turned into a crop-harvesting contest at nearby farms.

Unlike the war that made the campus famous — the Vietnam War — there were no protests in the 1940s. "Everyone was with the servicemen," Engstrom said. "There was no question that we were doing the right thing."

However, some former students now wonder whether

some of those activities made sense. "What anybody did with these stupid scrapbooks, I can't imagine," said Kittredge, who now works with Save The Bay and lives in Berkeley.

In the final years of the war, servicemen began returning to campus, enrolling in military programs run at Boalt Hall School of Law and what is now the International House. Students would then awake to the sound of military drills and songs. Enrollment gradually rose from a low of 4,500 to 27,000 in 1947.

Those servicemen and women will now be remembered through the development of a new glade on campus with the funds raised by members of the wartime classes. The glade will honor those who took part in World War II, and a pool will be dedicated to those who died in the war.

With the completion of the glade next year, the wartime classes will have left their mark on a campus that is now very different.

"Campus has changed so much," said Engstrom, referring to the expansion far beyond Sather Gate. "(And) we see a lot of characters we certainly didn't have."

Kittredge: So as I say, I was trying to think about women, primarily. Of course the women did all the regular jobs like the elections, being on the publications, and the election council, and the welfare council. You know there were just jillions of various things like that that the women took over. Then the special things like the bum scrapbooks and bandage rolling, and I think there were knitting sessions. Then there were things like this general service requirement that you had to take something that was useful to the war effort, which was, as I say, a cross to me, personally, because of this language thing. Then going through school without breaks.

Chall: Yes, actually you went through school in--

Kittredge: I started as a freshman in February 44, and by June of '45 I was already a junior.

Chall: Yes, so you really moved ahead.

Kittredge: In 1945 there was no summer school because the war--no, not 1945--by I guess 1946--the war was still on in 1945. Yes, so the war wasn't over until August because I always remember I was in a geography class when the V-J Day thing was signed.³

And it's funny, I don't remember too much about that day. I certainly didn't go to San Francisco. At that time, of course, you could take the train to San Francisco because the trains were running on the bridge, but I think my sister and I went to the movies, maybe.

I don't remember there being anything special, but when we had sort of a mini reunion of the people in the Prytanean in my class a year ago--a year and a half ago, I guess, or almost two years ago--in '97, anyway--Betty Fay, who was in the class before me, was on the Daily Cal [Daily Californian] and she remembered that for some reason or another they were able to scoop the San Francisco and Oakland papers on V-J Day because they were printing the next day's Daily Cal, which was really daily in those days, of course, and they were able to get the paper out on the streets of Berkeley before the San Francisco papers. I hope somebody will do the--well, they'll catch it in the Prytanean oral histories. I do hope there's been some oral histories done of the Daily Cal in those days because I think that they would have a lot of good memories from during the war.

³V-J Day. August 14, 1945. Japan surrendered.

More on Prytanean, Mortar Board, and Other Activities

Chall: Tell me about Prytanean.

Kittredge: Okay. I was invited to be a Prytanean as soon as I was a junior, so that would have been in '45. Yes, going straight through, I was a junior by June of '45. Prytanean, unlike the others, was a two-year--both junior and senior--society, so you could belong to Prytanean for two years. And as I say, it was not so much academic--although you had to be eligible for activities--but it was primarily on your activities. It was really pretty easy. Almost anybody that had any kind of junior or senior activity automatically got it, especially if you had a junior appointment on welfare or anything.

It was a little harder to get the WAA--Women's Athletic Association--people because they were a little more removed, but we did try to have all of those. And we did have people like Ann Curtis Cuneo who was an Olympic swimmer and a few other people like that, but Prytaneans always had a hard time getting the athletic association people in.

And nowadays, gosh, I don't know what their qualifications are. They're mostly things that probably wouldn't have been activities in our day. Although they're very worthwhile things, they're like student teaching and volunteering in schools, and things, most of which they get college credit for, so they wouldn't have been called extracurricular activities in the same sense. And they do things within their own departments and stuff like that. And of course Daily Cal is no longer a student activity, although I don't see why. I mean, they are students. And to me it's a vital aspect. The Daily Cal people should be eligible for Prytanean. Well, actually I think you nominate yourself for Prytanean now.

Chall: But in those days--

Kittredge: In those days you had to be nominated, but as I say it was pretty easy to get these lists.

Chall: What did you do as a member?

Kittredge: When you were a member, you had meetings I think probably once a month. I think that probably was all--maybe a couple of times a month, I don't remember. Basically we just had meetings and we didn't really do a lot. We raised some money. I remember selling alumni calendars for the alumni association

as a project to raise money for something. And when I was a Prytanean, the alumnae project activity was in Ritter Hall, then the co-op dormitory for students. That was their main thing. In fact, I think they never really had this alumnae association, so to speak, until they started Ritter Hall and needed an organization to run it. There might be something in the Blake House thing about that.⁴ No, I don't have that right on top of my head. But anyway Prytanean from that day to this --really you do more as a Prytanean alumna than you do as an active, simply because the people who get into Prytanean are the most active people.

Chall: Yes, they're already very active.

Kittredge: They have their own activities. They are the officers of the ASUC, they're the heads of the boards, of committees, publications, and so forth. It was an honor to be a member and to join and you participated in representing your organization to make sure that the people coming up were the next people to be initiated.

We had an initiation ceremony that involved long, white dresses and candles, and we always did it in the memorial room of the Stephens Union. I have no idea what that room is now, but it was beautiful room and we had the Prytanean initiation there where we pledged our service and loyalty to the University of California. And they still have those and nowadays the actives tend to do some sort of a service project, like they do this dinner for twelve strangers, and that sort of thing, where they meet at a local member's house with faculty and students and sort of get to know each other. Then sometimes they held seminars and things on various subjects. As a student, I don't remember doing much except going to meetings.

Chall: Well, that may have been all.

Kittredge: Well, for me it was not very much. I remember one of my best friends from Berkeley High as well as Cal--Pat Powers--was the president of Prytanean when we were seniors because she had already been city editor of the Daily Cal. She wasn't the editor-editor, so she was sort of at loose ends. She got elected to be that because she had the time to be president of Prytanean. I think the president did a few other things.

Chall: It was an honorary society.

⁴Blake Estate Oral History Project.

Kittredge: It was an honor to join. And then when I was a senior-- actually, I was a senior for like three or four semesters as it turned out--I was invited to be on the Mortar Board.

Chall: What was that?

Kittredge: Mortar Board was a national [honor] organization and you had to have a fairly high grade point average for those days. You had to have a B average--at least a B minus. I've forgotten. Anyway, I did have a B average.

Chall: Good!

Kittredge: I think. I think. Or B minus average, at Cal. And Mortar Board had a little more--but I really have forgotten--I know we had an annual tea. No, that would be alumnae that did that. I can't tell you what Mortar Board did either, but there again it was the same situation: everybody was very busy, so that's where we were.

There were a couple of people that got to go to a national convention every year or two and there again I don't remember much of what we did except I think we had a dinner meeting.

For all of the Prytanean meetings we met at Senior Women's Hall which is Girton Hall. It was later turned over to childcare, I think. And I don't know if childcare is still using it, but I think it may be. The vice president of the senior class had the key to it and the responsibility for assigning groups that could have it. Of course she was always a member of Prytanean and more important--usually--actually, I don't think she was Mortar Board, but anyway she was Prytanean. Anyway, so I have a great fondness for Senior Women's Hall.

Chall: Now where is that?

Kittredge: It's Girton Hall. We called it Senior Women's Hall because Senior Men's Hall was that old log cabin thing behind the Faculty Club. Well, Senior Women's Hall was also named Girton Hall. It's up there just below Cowell, or next to Cowell [Hospital, now site of Haas School of Business], and it was turned over to the university childcare set-up. And I don't know if Girton Hall--I'm sure it's still on the map. I'm sure it's still there, but it may be not used for anything else other than childcare now. But I feel like they don't use Senior Men's Hall for much of anything, except occasionally the alumni association, or for--what's the other association?-- Golden Bear, Order of the Golden Bear.

But that was just men in my day; now it's men and women. And actually, Mortar Board is also, because during the early Title IX days--maybe Panile went out of business then. I don't know how long ago it stopped, but Panile doesn't exist anymore. Anyway, Prytanean was the first honor activity society I think maybe on any campus in the United States. It was founded by Mary Bennett Ritter, the women's physician on campus, with some of the students in either 1900 or 1901, I've forgotten. I'm sure there's a history of the early Prytanean Society.

Chall: We have the early days of Prytanean in oral histories, so you don't have to go into that.⁵

Kittredge: Right. But it's quite unique and so those of us that were on the boards--after I graduated I was on and off--I was immediately on the board of Prytanean Alumnae and on and off it many, many times all through the next fifty years.

Chall: In other words they had terms, did they? They had a regular nominating structure?

Kittredge: Yes, they had terms and I was on and off of the board. And I was almost every office except president. I always swore I'd do that when I retired, but I never retired and so I was never president. And now, of course, I can't. Anyway, Mortar Board turned into both men and women because that was a national organization. We had no say about that, but we had a long period of time talking about Prytanean.

We decided because it was so important to it in the beginning and still remained important that it was for women, that we didn't need the Title IX certification. I mean, we didn't get any money or anything from it, so we decided to keep it strictly for women in the days when so many things were switching, you know, to both men and women for membership. But there never seemed to be any big push; as far as I know, no men ever wanted to join Prytanean.

Chall: That's right. [laughs] So let's talk about your graduation in June 1947.

Kittredge: Yes, there's a little interesting thing about that. I was finished with my credits; I got through in eight semesters like people practically never do nowadays. In those days you were supposed to get through in eight semesters and I did get

⁵The Prytanean: An Oral History of the Prytanean Society and Its Members, Vol. I: 1901-1920, Vol. II: 1921-1930. (1968-1970, 1975, 1976).

through because I didn't take any out. Now a lot of my friends would take a semester or so out, but in the '44 and '45 summers I was still going to school and then in '46, they didn't have a summer school but I stayed on campus to get ready for the Blue and Gold and worked in the library for that summer. I worked in the library, shelving in the periodical room, because then I could be on campus and work on getting ready for the next year's Blue and Gold. But anyway, so some of the people I graduated with started in '43 but took semesters off and some of them came back from the war and so forth, but I was actually through in February or January or whenever.

Then I had to get permission to take extra classes, which I thought was odd, from the dean of students. I had to go to Dean Hurford Stone and get permission to take one more semester because I had kept taking the fifteen credits every time. I mean, I don't think I ever cut it down any, and it was cheap enough--\$27.50, you know, in those days--and so I had to go and plead my case that I couldn't very well leave the Blue and Gold half done. I had to stay on until June and there was no point in my staying on not being a student, you know. So that last senior year, I think I took one class that was useful. I didn't need any credits, but I took one class. I think I had to get a passing grade in it in order to make everything come out even or something. But by and large I was totally through my credits. And I thought it was interesting that I had to plead.

One of the other things about being in college in those days--I don't know if you know--was that the university was very much in the mother business. Girls had to have lockout and curfews and all those things. And you had to live in what they called an approved living house, and all sororities, boarding houses, and dormitories were approved. Of course, the only women's dormitory was Stern Hall in those days. The men could do anything they wanted. And would you believe I lived at home and my father had to sign a form every semester to give me permission to live at home?

Chall: Oh, really!

Kittredge: Isn't that hysterical?

Chall: Yes.

Kittredge: You wouldn't think--but because it wasn't an officially approved living house, he had to sign a piece of paper every single semester when I enrolled to give me permission to live

at home. I just think that's--it's one of the little footnotes that's very funny.

Chall: It really is strange.

Kittredge: Now, okay. Where have we gotten to on your list?

Chall: Okay, we're going on after your graduation. But I wanted to say here that with all of your activities you must have made many, many friends.

Kittredge: Well, I do know a lot of people, of course. And everybody who sees my name in the Cal Monthly thinks they know me, whether they do or not. They all think they know me, so everybody knows me.

That's another interesting thing. I basically wasn't in the class government--I had enough other things to do--but I decided to join the senior class council in my last year and I got pretty active in senior class activities. We put on a dance that lost money because we hired a big name orchestra. For some reason or other I put together a scrapbook of my years in college, which I notice is falling apart. I've got to put it together and glue it back together. All the clippings are coming out. It's mostly stories from the Daily Cal about all the things we did in our years. And besides the dance, I remember we put together the first senior week activities. To go back before the war, we wore white dresses and we had crepe paper parasols that Roos Brothers provided. And I mean, I don't think any of us knew much about it, but we had people from the thirties tell us about what they did. We assigned one student class leader to make a speech, we did a senior pilgrimage with these parasols and the white dresses, and I don't know what--maybe the boys had white shirts.

Chall: Going where?

Kittredge: Well, we went around to campus landmarks like Sather Gate, the Campanile, the library, and so forth. We went around and somebody made a brief speech at the various places on this pilgrimage. And then we had a baccalaureate at the President's House [now University House]--President [Robert Gordon] Sproul's house. We also had a picnic day over at the Town and Country Club or something in Marin County, and then we had banquets. And for some reason or other--I sort of don't remember why--we had a men's banquet and a women's banquet at the Claremont [Hotel]. Now why we had separate banquets I don't know. And all of this I've just been remembering since I got out this scrapbook. I remembered it and I've got to give

it to the class because all that stuff's going to go to Bancroft [Library] and it should go to Bancroft with the rest of it. But most of the people in my class haven't even seen it and I want to give it to Richard Heggie before I give it to anybody and I've got to remember to do that. But it's got to be pasted back because all the rubber cement has dried up. Anyway, I don't think you'd be interested in looking at it.

Chall: No, that's okay. As long as it's available.

Permanent Class Secretary

Kittredge: Okay, what I started to tell you was, as a result of being on the senior class council--at the final election they used to elect what was called the permanent class officers: a president, a vice president, secretary, and sometimes a men's and a women's secretary, and then directors. It was a council to go on when you had graduated to be there in place for future reunions and things. Well, I decided to run for permanent class secretary and I won by something like three votes. And I've continued to tell people ever since that you run for this neat office when you're a senior and nobody tells you that that means you have to write a Cal Monthly [California Monthly] column every month for the rest of your natural life, so to speak. [laughter] That's how I ended up being secretary.

And except for two years when I was first married--I was in the East two years and I gave it to the gal who came in second to me. But I guess she wasn't crazy about it by the time she did it for a couple of years, because the minute I came back she landed on my doorstep with the paperwork. I've done it ever since. What you do is you help with reunions and you march in all the Charter Day parades and you're in charge of writing this miserable column every month.

And that's something I've been doing ever since, until I just resigned when I got so sick. Last summer I resigned, although I'm still sending in stuff a little bit--for the last couple of issues. But I don't want to have the responsibility of doing it anymore.

And then I was always on the class committee and for the last three or four class reunions I've taken care of all the writing, and the literature, and the invitations and made sure they got printed and mailed because I have all this printing and mailing expertise, both from my advertising background and from doing it at the Blue and Gold--I mean, for Save the Bay.

IV WORK, VOLUNTEER ACTIVITIES, MARRIAGE, 1947-1955

Chall: Can we move on now to what work you did after graduation?

Kittredge: Okay. Actually, I kept on and audited a few classes after I graduated just for fun because I enjoyed the people and I enjoyed the professors. But there wasn't really anything anybody could do except be a teacher or maybe be a meteorologist, and I wasn't interested in physical geography as much as cultural geography--cultural anthropology and all of that. Geography was for fun and so when I went looking for jobs in San Francisco, it was in publishing.

Advertising Agencies

Kittredge: Well, there was very little. Sunset Magazine was about it. And so the closest thing was advertising production because I knew pretty much about printing and engraving and, you know, I'd done a lot of proofreading and paste-ups and things like that. [coughing] So I got a job in San Francisco as an errand girl for a national advertising agency that had an office in San Francisco.

Their main client was Roma and Cresta Blanca Wines which were very big on radio advertising as well as print publicity in those days. And they were a pretty big agency. The agency, itself, was called the Biow Company. Mr. [Milton] Biow was quite famous in New York because his biggest account was Philip Morris and he had dreamed up the little bell hop, "Call for Philip Morris." That was his chief main claim to fame. I never met Mr. Biow. As far as I know he never came to San Francisco.

But anyway, I started off in an errand girl position because that's what there was. They knew that I wanted to get

into the production department, so I started doing that. And the first few months here I was making, I think, \$135 a month, which was probably not a very good salary, but of course I lived at home because of the situation with my sisters and I didn't have rent to pay, so for that reason I was okay. I would have loved to have gone off on my own and a lot of the young people in those days lived in what they called guest homes or something in San Francisco and I would sometimes stay over night with some of my friends. I wished that I could have had that experience and maybe get an apartment and so forth, but I never did have that experience because it wasn't fair to my sisters.

Anyway, the one thing I remember being an errand girl--of course you did a little bit of everything. I remember telling somebody--well, here I had my diploma from the University of California and here I was carrying bottles of wine up and down Market Street. [laughter] Roma Wines' headquarters were farther down Market Street in the [Hobart] Building and we were in the Central Tower Building. We had the penthouse in the Central Tower Building which is at Third and Market. In those days the bottles themselves were--you know, everything was just really getting going after the war, and in order to photograph them or do anything sometimes they only had one bottle or something. I had to very carefully carry some of these bottles up and down the street from the client to our office so somebody could photograph it or sketch it or do something.

There was of course no copying, but they did have what they called photostats, where they got a negative and then turned it into a positive to photograph. And I did all the mimeographing and what have you and I substituted on a real switchboard. The PBX board I learned. I learned a lot of talents and helped out wherever, being you know, the general help all about the system, but primarily the errand girl.

And then after the production assistant got married--she was a woman around my age, I guess--I did get the job as assistant to the production manager. And it was still assisting, but I was learning more of that. And then as so often happens in the advertising business, it's either feast or famine, they either get a new account and they hire--

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Kittredge: That state of affairs is still going on in the advertising world. You know, you either need lots of people or you lose an account and so then you fire all these people you hired. So at one point [that was what happened to me.] I must have been there two years, I guess. Seems like about that. I really

don't know. I'd have to go back and look at old calendars or something, but it doesn't matter.

Continuing Volunteer Activities

Kittredge: I kept on volunteering, though. I immediately went on the Prytanean board of directors, so I had an activity there. We met once a month, as I recall. Mortar Board had an alumnae organization that didn't have a board exactly, though it had a president. But Prytanean was very busy raising money and doing things for Ritter Hall, the dormitory.

And at one point I was even more involved because during one of my years as an alumna I was in charge of the operating of Ritter Hall, which meant I had to be involved with girls who broke lockout rules and girls who were caught drinking and things like that. It was not my cup of tea. I had never lived in that sort of situation. I did that for as little a time as possible. I said somebody else needs this job, that's not something I care about worrying about--whether some girl went out on a fire escape and drank a bottle of Southern Comfort or something like that.

But by and large I held the various officer positions. We had an annual brunch and we tried to have an annual money-raising event because we didn't have a lot of money. Everything we did went towards Ritter Hall, except for the couple of years we had the Blake House thing and then we raised money for Blake House. That was this big tea I talked about. We never raised a lot of money but in those days things didn't cost as much. Anyway, it was fun being on those boards, especially as the years went on, because it gave me an entree--at first, into all the older women who were fascinating members of Prytanean, and then in more recent times to all of the people on it who are younger than me. It's interesting knowing all of them. And I always usually went back to the initiations. We always had an annual Prytanean brunch, which we have to this day, and that sort of thing, so I kept busy there.

Mortar Board, at that time, because it was just after the war, had signed on as an official sponsor of Save the Children Association so we raised money and we sent packages of blankets and clothing and things like that to them.

Chall: Save the Children. Where?

Kittredge: Well, it was a Save the Children organization in this country. Actually, the children that we were assigned were in a school in either Belgium or the Netherlands, I can't remember, because we were an organization. I think individuals got individual children, maybe, that they sponsored, at that time. I think it's changed. I know they're still existing because I saw a TV ad not long ago for them along with a number of other organizations. But anyway we did that for several years, and then when Europe began to get on their feet, there wasn't as much a need and they told us that they didn't need our assistance. One of our members--Maggie Johnston who was Kay Kerr's secretary and who was very active and who I knew very well through both Mortar Board and the Prytanean--suggested the Hopi Indians and so we sort of adopted, through Maggie, some Hopi groups that we knew of. We raised money and did things.

But for Mortar Board, we had meetings of any alumna who wanted to every so often. I don't remember whether it was monthly or not. And then we held an annual tea to raise money, which is always held at the Town and Gown Club, which is why I had such a fondness for that building because we put on a number of teas there. I loved the building. And the last year before I married, so it was I guess '51, I was the president of that group.

But not too many years after that, in the mid-fifties, I think, it finally dwindled down. There wasn't the need for us to do something. I've always thought how fortunate it was that Prytanean always had a project that they had hands on because even after they sold Ritter Hall, they kept the money and gave it to the university for good projects and so they never were without a really important project to do. And of course Prytaneans were all to do with the university, which made it even more important, whereas with the Mortar Board, we really didn't have anything much to do and were just meeting for the sake of meeting, you know.

I had moved away when I got married for a couple of years, and when I came back I think that dithered on for a while, but Mortar Board sort of--

But anyway those were the activities I was involved in at UC along with, of course, writing my Cal Monthly column. At that time the alumni association also had gatherings of the class secretaries, so they used to invite us once or twice a year to a meeting or something. That went on for a long time, both before and after, I guess, the Alumni House was built. [Robert] Sibley was still head of it, I think, when I graduated. I think Mr. Sibley was. I don't know whether he

was there when they built the building or not. I don't remember.

Chall: And who was that?

Kittredge: Robert Sibley was head of the alumni association for a long time and I don't remember whether he was still living when the--

Chall: Well, that can be checked.

Kittredge: Yes. Anyway, so you were asking about volunteering, too. Along with all those, then, because I was working for an advertising agency, I joined what they called a junior ad club --Junior Advertising Club of San Francisco. As you can see, by that time I was totally dedicated to volunteering wherever I was. And we had an organization that kept it going and which held an annual convention of the senior ad clubs at which the junior ad clubs of the west--I think all the cities: Los Angeles, San Francisco, Portland, Seattle, and Vancouver--had an annual thing. At this annual function, the junior ad clubs put together and presented sort of a make believe ad campaign. And we won it most of the time--San Francisco did. We were very good. [laughter]

It was another way of meeting young people. There were all kinds of people in various aspects--printers and engravers, not just people who worked for advertising agencies. And there was this one fellow who worked for a magazine in the circulation department--that's why he somehow got involved. He was one of Craig's [Kittredge] friends. Craig lived in Los Angeles and worked for the circulation department of magazines down there and he came up on business and happened to run into his friend who said he was going to this junior ad club meeting. And he invited Craig to meet him afterwards. We always met at the Palace [Hotel] because that's where the senior ad club met and they gave us a room free because the senior ad club spent so much money there. After the meeting we always went to Shields across the street, and the first time I met Craig was at Shields, across the street from the Palace Hotel on New Montgomery there. He was up on business and so we met because he was a friend of a friend.

And then I don't know, some other time I had a date with this guy and Craig was in town seeing some girlfriend of his off on a plane and he came and met us at the Hangover Club. So those two places and the junior ad club were always in Craig's and my memory because indirectly this was the way I met Craig.

And then he went to New York for a year or so and I never heard from him. But when he came back and came to San Francisco on business again, all that time he'd remembered where I'd told him I lived, so it was pretty romantic to have him show up in my office. It's a good thing I hadn't moved or changed jobs in the meantime.

Chall: Yes. [laughs]

Kittredge: Because he would never have found me. But anyway, that's kind of a little romantic sidelight.

I was trying to think where I worked then. It was a one-man advertising office. The Biow Company had fired everybody and, as I say, I don't have any idea how many years I worked there. It was a couple of years, I guess. Anyway, they fired everybody. So then I worked temporarily for another advertising agency that was like two men and a telephone and it obviously wasn't going anyplace. Then I got this job for a man who called himself E.W. Shaffer and Co., but he was the whole company. He had what you call a one-man advertising office with a one-girl office staff. And I was the one-girl office staff. I took that job and I did a little bit of everything. I did my production, you know, but I also got into a little bit of [print] media and I got into balancing the checkbook and helping write the checks. I mean, I did everything because I was the only person.

For a while he had an artist sharing our office, but mostly he dealt with everybody--you know, artists and other people like that--on a piecework basis. And we paid them by the piece for what they did. He didn't have any other employees. I was really the only employee, which is funny because I spent a long time doing that and then in Save the Bay most the time I was a one-girl office all by myself as the only employee. And I think that seems to have determined my life.

Marriage to Craig Kittredge, 1952

Chall: Well, you're very capable, apparently. So you met your husband--

Kittredge: So this one-man advertising office was where I was when Craig showed up in 1950. And we went together for a couple of years and then got married in 1952.

Chall: And was he still living in Los Angeles?

Kittredge: He was living in Los Angeles, and he was going through a divorce. He had been separated from his wife for several years and he had a small child, and so it was hard for him. But then after their divorce was final he moved up here and got an apartment or something. But then he had the chance to go back to New York again in a much bigger position with a brand new publishing company that was publishing magazines and comic books, but I don't think any paperback books, at that time. Anyway, so he went back to New York in the summer of '52.

I went back and visited my aunt and uncle in New York and found us an apartment and then flew back to finish my job. And we were married in September, as I said, at the old Unitarian church on the corner of the university campus. I mean, to think that I was even married on campus, so to speak. It wasn't campus then but it is now.

Two Memorable Years in New York and Connecticut

Kittredge: And then we flew that night immediately back to New York because he didn't have any vacation. So he went back to his job and I started looking and got a job as, you know, a small cog in the production department of London & Newell, which was a great big agency. Of course, in New York there were masses of advertising agencies. I held that job at London & Newell for a year, or close to a year, while Craig and I had a subleased apartment on Fifth Avenue and 73rd Street, or something like that.

Chall: Good address!

Kittredge: Oh, it was. This building had great big apartments that overlooked Central Park on Fifth Avenue. Then they had a light well [at the side of the building] and these little, tiny one-room apartments that were either used for servants or as pied-a-terre--for people who lived out of town and wanted to have a small apartment in town to change their clothes in or to stay overnight if they were going to opera or something. And this one was a sublease like that. It was just a studio apartment with one big room, a little kitchen, and a little bathroom. And it was opulently furnished, mostly in fur. The floor was [mouton?] with a zebra throw rug and there were some sort of fur cushion covers on the bed.

Chall: Oh my.

Kittredge: The people who owned the apartment or owned the lease were furriers. Anyway, it was kind of an interesting situation. And so we had this apartment.

But we got stir-crazy. Here we were two Californians-- Craig was born in Massachusetts but he grew up mostly in southern California--and we couldn't even see when it was daylight because we were on the fourth floor and the building was like fifteen or twenty stories high. You couldn't even stick your head out and see the top of the light well, so the way we usually told what the weather was like, besides the television set, was we looked through the apartment on the other side of the lightwell. If they left their venetian blinds open between the light well and Fifth Avenue, we could look right through their apartment and see if the sun was shining on the trees in Central Park. [laughter] And I've often thought of that as an interesting little sidelight.

And I really love New York. I've always liked it, but after we left it, we never went back until our son [John] went there. Then we went back thirty or more years later and enjoyed--especially me--enjoyed discovering New York all over again. Only, he lives on the upper west side, which was all slums when we were there. They hadn't built Lincoln Center or anything, yet, so everything we knew was on the east side: Craig's publishing company was on Park Avenue and my advertising agency was on Madison and everything we did was on the east side of New York.

I had an aunt and uncle with two children who lived in New Jersey and so most weekends we headed out of town and either went on a trip or went over to my uncle's because we were dying to get out of the city. We had a Ford convertible, which believe it or not we could just leave parked on the streets of New York all week long and nobody bothered it. There were no parking restrictions like there are now--it's incredible.

Anyway, we'd load up at the local supermarket in New Jersey. And I think we were the only people in that whole fancy building that brought their groceries in and up through the main elevator. Everybody else had it delivered or had their help bring it up the service elevator. It was quite an important building there and it still is.

They had two penthouses. One was owned or leased by a member of the Soong Family-- you know, Chiang Kai-Shek was

married to one of the Soong sisters. The other one was a playwright--Spiebach--is that how you--? Anyway--well, I know it, I usually say it--

Chall: You can write it down.

Kittredge: It's just slipped. But anyway it was a famous playwright and his wife--they were both playwrights--who had the other penthouse.¹

When I was back there on one visit when my cousin got married, I took John on a Gray Line tour of the whole city. And we were going back from this Gray Line tour down Fifth Avenue and I pointed out the building to John and said, "That's where we lived when we were first married," and told him about these people who had the penthouse. And we were right by the bus driver and he looked at it and said, "You know who has the penthouse now? Woody Allen." So now I can say it's the building that Woody Allen has his penthouse in. It's funny how your life has these funny little footnotes that are interesting to anybody. You know, it's funny. Anyway it was a very good address, even though as I say it was a very small apartment.

It was a one-room apartment and we were both used to houses and being outside. And there were lots of things like the cold weather. We did go to a play on New Year's Eve and then go out and stand in Times Square to watch the ball drop because we thought that was an experience. Then we went and got on the train and went to New Jersey to my uncle's for the night to spend New Year's Day with them. In retrospect we just had a wonderful time. I wish we'd lived there longer.

But anyway, when we finished the year, Craig got an offer from Doubleday Publishing Company, who were starting up a paperback book section. And paperback books were sold like magazines were in those days; they weren't sold in bookstores, they were sold in newsstands and [distributed] like magazines. Also they weren't sent back, they were remaindered by ripping them up, ripping off the covers, and things like that. In fact, I think they still are. Anyway, it was a better job and so he took it. And we decided we were probably going to be in New York for quite a while so we decided we'd buy a house.

And we had some income--my father started giving my sisters and I some income. My little sister bought a car with

¹Probably Samuel and Bella Spewack. --M.C.

hers and [laughs]--I decided to put it towards a house. Of course, houses were very cheap in those days.

We decided we liked Connecticut. It was on the Grand Central [terminal line]. It came right in where our offices were on the same east side of town. This was better than Long Island or New Jersey, which was more complicated railway-wise. And so we ended up buying a house in Old Greenwich, Connecticut, Havermayer Park. It was a subdivision built after the war, except you wouldn't think it was now because there was an awful lot of brick. Our house was brick. You don't think of the post-war houses being brick. And they weren't all. Some of them were clapboard and shingle and stuff.

But we bought this little two-bedroom house in Havermayer Park right on the edge of Old Greenwich. We took the train in to our jobs. Well, it was not cheap commuting and so I only commuted a few months before we realized it wasn't worth it. I didn't get that much salary to be able to do that, so I ended up staying home and painting the house. Every single room of the house inside I painted. I learned how to paint with help from the local paint store man.

And then Bloomingdales was opening their first suburban store in one of the first malls in Stamford, Connecticut, which was right next to Old Greenwich. Greenwich was the first town you came to on the line and then there was Cos Cob and Riverside and then Old Greenwich was the last. I think they all had train stations, but generally the richer people lived in Greenwich, not Old Greenwich. Old Greenwich was more everyday ordinary people like us.

It was the subdivision that was built by Tunney, the boxer Gene Tunney. For some odd reason--I don't know how he got into the thing. And I learned, when I went back a few years ago to visit our old neighbors that are still there, that Steve Young grew up in Old Greenwich around the corner from us. Of course, it was many, many years later, but he grew up in Havermayer Park. And my friend across the street loved football and she'd been rooting for Steve Young since he was a little boy and still rooted for the 49ers. And she rooted for the 49ers because Steve Young was on the team. I mean, [laughter] it's another one of those funny, little coincidental things. I rooted for Steve Young, but not because I knew he lived in the same neighborhood.

Anyway, I got a job because Bloomingdales was looking for housewives to work part time. They didn't want a lot of full-time people because they could get smarter women cheaper by

hiring us part time. They did give us a good discount, so that was sort of an incentive for all the housewives around, and I got a job working two or three days a week. This was after I'd painted about half the house, I guess. So I took Craig to the train so I could have the car, and then had to pick him up. And if he fell asleep on the train or had one too many drinks on the bar car, he'd sleep through his stop and I'd have to go to Stamford to pick him up. [laughs] You know, there were the little things like that.

Chall: What did you do in Bloomingdales?

Kittredge: In Bloomingdales I sold lingerie. No, I guess it wasn't even lingerie, it was housecoats. It was like robes and things like that. And I did it three days a week. It took no intelligence whatsoever. It was a wonderful job. It's about the only job I ever had in my whole life that you didn't have to hardly think, you know, because there were no computers in those days, so there was no complicated cash registers or anything to do. I just went there two or three times a week, helped people at the time, and then that was it. You know, it earned money and it was helpful for us.

And we went on more day trips. Also, Doubleday would send us to conventions, so we went to a number of conventions. We went to a wonderful one in New Orleans in January, which is another funny little story about these two people from California who'd been wanting it to snow. It had been a very mild winter while we were there in Connecticut. There was no snow and my neighbors were just as glad, but I kept wanting it to snow. And then we went off to New Orleans and they had the worst snow storm of the season.

And because we're so dumb, my neighbor--these same neighbors that I still communicate with who lived across the street--knew that we were probably so dumb we turned our oil burner off. Well, sure enough we had, so that nice man shoveled out our entire driveway so he could get the garage door open and get in the garage and turn our oil burner on. I guess he probably turned the faucet on or something. I mean, they went above and beyond. They were so nice. But then when I got back, I never heard the end of it from my neighbors who said, "You were the one that wanted the snow and you were the only one that wasn't here to have to struggle!"

And they all had little kids to struggle with snowsuits and all of these things, of course. In fact, I think seeing my neighbors struggling with their kids, getting them in and out of snowsuits and all of that, made me just as glad to have my

children in California. You know, I would have been happy to have had a child back there, but it didn't happen. And I was thinking later it was just as well, because it's a lot of work.

Chall: It is, I'm sure.

Kittredge: And so we lived in that house for another year while Craig worked for Doubleday.

We had a wonderful convention in Washington D.C., too. Craig knew Richard Nixon from his days in southern California because one of his news agency friends was a good friend of the Nixons. Actually, his wife went to school with Pat Nixon or something, and so we both met the Nixons when we were in Washington that time. I met Mrs. Nixon with another friend and the wife of her old friend in a museum and Craig got Richard Nixon to speak to his convention, or, well, his friend did. It was just kind of an interesting thing. He was vice president at the time. This would have been '53 or '54, something like that. So that was another occasion we remember.

I remember we took the train down to Philadelphia to a Cal game. That was the closest Cal was getting to New York. They went to Penn or Penn State, whatever's in Philadelphia, whichever college. So we went down there and made connections with an eastern alumni group that we met with. They had a cocktail party or something before it and we had tickets and we went to the game. And that was fun. Well, Pappy Waldorf was still the coach. [I guess] all the years we went to the Rose Bowl I was still here, it was before I was married.

[Interview 5: January 13, 1999] ##

Chall: Okay, I think we're on. We're starting from the point of view of your marriage. Now we've already talked about your wedding and your spending a couple of years in New York and in the New York area--

Kittredge: I think we did. I was married September 28, 1952.

Chall: Right.

Craig Kittredge: Family Background and Education

Kittredge: I married Craig Kittredge, who was born in Boston but had grown up mostly in southern California--chiefly Glendale. He went to

Glendale City College, and for a short while to USC, and then a short while at Long Beach junior college or community college--all the while working because he was the sole supporter of his mother. His father had left the family some years before.

Chall: Had died or left?

Kittredge: No, he just left. I think they were divorced and he had another family. Anyway, [Craig] grew up with his mother, her sister Cora, and Cora's husband, Jack, who was like a surrogate father for Craig because he was quite small when his father and mother broke up their marriage. He lived virtually all his life with his Uncle Jack and his Aunt Cora, as well as his mother.

His uncle worked at all kinds of jobs. I think he was a butcher by trade, but he worked at all kinds of jobs during the Depression. Craig started working ever since he could get a paper route, you know, as a child, to help the family, because in those days generally the women didn't work, although his mother had worked in the early days of her marriage in the resorts that his father and mother worked at.

I don't know if any of this is at all interesting, but when he was a very small child his father was a maitre d' and his mother was a kitchen--I think what she called checker--checked to make sure people got the right food. They lived in Florida in the winter time at some resort, then they moved up to New Hampshire or someplace in the summer time and worked in summer resorts there. Evidently they did that for a time or two. This was before his mother and father ended their marriage. They also were in California. I think they traveled back and forth looking for a better way of life, you know, in the Depression. It must have been early thirties, I don't know, or late twenties.

Anyway, he grew up mostly after that point in southern California, although most of his family--his mother's family--were in Massachusetts. He never knew any of his father's family who were in Massachusetts, but they would go back occasionally to visit his mother's family, I guess. He remembers long automobile trips, either camping by the side of the primitive roads of those days or in what they called auto courts. They were the predecessors of the motels.

Chall: Right.

Kittredge: Anyway, he grew up and went to school mostly in Glendale and continued on into the junior college. And as I say he had a

short scholarship to USC during which he had a medical problem and so couldn't keep that. And his family, of course, was not affluent enough for him to be able to stay at USC. Even in those days it was not as cheap as Cal was.

For all this time he was working in the magazine circulation industry. And in those days they had things they called boys' sales. And Saturday Evening Post and Liberty Magazine were sold sort of like newspaper subscriptions by little boys who then delivered the magazines. And because he was in college, I guess, he was supervisor to these teams of boys.

One of his favorite stories of those days is going to see one of his little boys who turned out to be Jane Russell's little brother. [laughter] Here was this gorgeous beautiful movie star, who was just becoming a movie star, answering the door when he went to see this little boy. You know, it was just a minor thing. And from there he worked into other capacities in the magazine business even after he got out of college. His major was journalism and for a short while he was on one of the local papers, as sports editor, I believe. It was a small city newspaper.

But he carried on this magazine circulation business--throughout the West, and was still doing this when I met him. He was up here in northern California on business, I believe, when he met up with his old friend that I knew through the junior advertising club. And that's how we met. And we went together off and on for a couple of years and were married in '52.

Chall: And then you went to New York.

Kittredge: So we moved to New York and lived for [coughs] one year in New York City and one year in the house we purchased in Old Greenwich, Connecticut, which I've talked about.

Chall: Yes, that's right.

Return to California, 1954

Kittredge: I don't know if I talked about why we came back to California. One of my big regrets is that we didn't do any more traveling around the East Coast than we did; we thought we were going to be living there forever.

Chall: I see.

Kittredge: So we had no hurry. And for some reason or other Doubleday--at this time Craig was working for Doubleday in the paperback book division--somehow or other decided that there was no future in paperback books. [laughter] Obviously they were totally wrong, but they decided that they would close out their paperback division and their newsstand delivery business. [coughs] I'm sorry. This meant Craig would be without a job.

And they were very nice about it. They asked us if we wanted him to stay working in New York until they closed it down or if they would like us to transfer him to some job they made up, more or less, in California so that they could ship our furniture to us. [laughter] Well, we thought that was a good deal, so we took that option. So they shipped our furniture, which we put into storage, and we moved in with my sisters and my father in our family home in Berkeley, and then we traveled along various places in northern and southern California. His mother was still living in southern California, as was his daughter by his previous marriage--she was quite small. [tape interruption--coughing and phone]

We're lucky that I haven't had this problem all along.

Chall: Yes.

Kittredge: Because it is something that happens every so often. I get into these coughing spells.

Anyway, so then the company came to an end and Craig looked for another job. And at that particular point there wasn't anything so he had a short period of time--like a year and a half--working for a soap company--the Jergens Lotion Woodbury Soap Company--in the northern and southern California, mostly northern California, I believe--before he went back to another publisher--Popular Publications. Basically he was in that profession most of the time.

Chall: Did you say Popular Publications, meaning that's the name of the company?

Kittredge: It's the name of the company. No, wait a minute, it wasn't Popular, he worked for Popular before we went to New York. This must have been Ace.

Chall: Ace?

Kittredge: Ace.

Chall: A-C-E?

Kittredge: A-C-E Publications. And then he went to work for Fawcett [spells] Publications, where he finished out his career. Meanwhile--this was in 1954, we've come back in '54--at the summer of '54 we lived in my family's home. However, my father had been diagnosed with cancer and died so we lived there with just my sisters while we looked for a house in the Berkeley area. We found a house in late spring, I guess, and bought it in 1955. I was pregnant, expecting our first child in August of 1955, and I was busy painting all the rooms of this house.

Buying a House; Starting a Family, 1955

Chall: Where did you buy your first house?

Kittredge: This house.

Chall: Oh, you bought it right--

Kittredge: It was this house--llll Grizzly Peak--that we bought, so this house is the same age as our daughter--I mean, our ownership of this house dates from the day we moved home from the hospital, so to speak.

We had gotten our furniture out of storage and had moved what we had, which wasn't enough to fill a three-bedroom house, but what we had. And then of course we had to buy a crib and things like that. We painted a used crib and got a used chest of drawers that I painted and things like that. So I spent quite a long while painting just before Lisa was born and she was born on August 26, 1955. And her name was Lisa--L-I-S-A--no middle name, Kittredge.

I don't know if anywhere else in this thing I said that I had always been annoyed at having a middle name that my mother called me by. I never used my first name, which was Leah, because my mother never called me that. She named me Leah Janice, but always called me Janice. Craig had the same difficulty. His mother named him Harland Craig but always called him Craig. So if anybody had called us by our first names, we wouldn't have known who they were talking about much less anybody else, so I had this thing about middle names.

Girls didn't need middle names. And after I was married, I always used Janice Rivers Kittredge. The only place my first

name shows up is on my high school and college diplomas and on my children's birth certificates; they're the only places my whole legal name is written down. Anyway, her name is Lisa Kittredge with no middle name.

V BLENDING FAMILY AND VOLUNTEER ACTIVITIES, 1955-1998

Kittredge: And so we moved in here with Lisa--I, of course, with this new baby. I guess about the time I had Lisa and we were settled, I had contacted Prytanean and the Class of '47. And the lady who had taken over the class secretary and writing the Cal Monthly notes was just delighted to give that back to me. She could hardly contain herself. She was happy to give it back. And Prytanean promptly put me on their board of directors again at the next election which was usually held in April or May or something like that. I was trying to think if by that time there was any Mortar Board. It was beginning its slide toward oblivion because I don't remember much about it, but I think I remember going to meetings. Anyway, so I was back into my two main university volunteer things, both being involved with Prytanean and being class secretary.

Class Secretary: The Tasks Involved

Chall: As class secretary what were you supposed to do?

Kittredge: Well, the class secretary was just one of the officers and generally the officers didn't do anything except every five years they were supposed to gear up the reunion. And that's all the other officers did, but the secretary was responsible for the class notes in the Cal Monthly every single issue.

Chall: And how did you write it? I mean, where was all the information coming from?

Kittredge: I tried to gather up notes as I went. I wrote little pleas in the Cal Monthly saying, "Please send me notes about yourself," but it was for years always a struggle. Sometimes people would send in things to the Cal Monthly office and they would put things in, so I never was quite sure what was going to show up.

But after we got better organized, especially after Class of '47--at the twentieth reunion of the Class of '46, they suggested that the war classes join together.

Explaining the Meaning of "Wartime Classes"

Kittredge: See, there were two classes of '47. Now I don't know if I've explained that anyplace, but if I haven't I better do that now because I feel that when I'm gone, nobody will ever explain it again--although, the secretary of the wartime class should since it's her class. But anyway, classes used to get their class numerals, so to speak--they were the class of this or that--when they entered as freshmen, so the Class of '44 was the class that entered in 1940 and they were automatically Class of '44. And then the next entering freshmen of '41 became Class of '45. And they continued this ridiculous procedure even after the war [started] even though we were all going three semesters a year. We were going full speed, year-round, as I think I said before, with hardly even holidays or time between semesters or anything. So then this was becoming out of hand.

Of course, the '44 class really graduated in--well, I started in February of '44. We were finishing up the 1944 yearbook which had the Class of '43 graduating because they'd already started on the thing. So all along, all through the four yearbooks I was on the Blue and Gold, we were always working on the class that was graduating in a year that was not what their numerals said they were. They were the Class of '45 graduating in '44 and so forth. And so then the Class of '47 graduated in '46. Well, by that time the war was over.

I was in the class that really graduated in '47 and we couldn't continue this insanity forever so it's called the Class of '47. It says it on our class banner.

And I have it on our letterhead, that because the Class of '46 really graduated in '45, then the Class of '47 called themselves the Wartime Class of '47 and in parenthesis on the banner, "Graduated June, 1946." That was on that banner. And then when it came time for us, the '47 class, to graduate, it just said '47 because we really graduated in '47. And after that classes were given banners as to when they graduated, not when they entered school.

Besides, by this time people having started sometime before the war were coming back to finish in a different class than they'd begun and then it started to be that students started taking five or six years and so forth, so it was obviously the thing to do was name the classes when they actually graduated and not when they were predicted to graduate four years after they entered.

Chall: Yes, well, the war changed all that.

Kittredge: So that was a total change. The 1946 Blue and Gold was the class ahead of me, the '47 class, and the Blue and Gold that I was editor of was the Class of '47 and that's why ever since there's been two classes of 1947. I may have said this before. Well, if I did, this was just a thing.

Oh, I started to say that the classes joined up. Around the twentieth year of the '46 class--which always held in multiples of '46 even though they graduated in '45--it was suggested that the wartime classes, which were '46 and the two classes of '47, join together. And then the class of '45, which seemed to have very few surviving officers, asked us please couldn't we take them in, so we became the Wartime Classes for reunions and for our Class gifts. We became this entity called the War Classes or the Wartime Classes, I've forgotten which.

Anyway, and when I designed the banner, not then but two reunions later, I guess--for our thirtieth reunion, I think, or thirty-fifth--I also designed letterhead for the reunion that had photographs of the four banners at the top, so that people would presumably know--and then the little words down below saying when they graduated. And even with the letterhead in front of them with the actual graduation dates some people even in the class were confused about which class they were in, especially between the two classes of '47--the war class or the regular class. And people would ask, "What class am I in?" And if people in the class are confused, obviously everybody else that wasn't in one of the classes was equally confused.

Chall: So your Wartime Class then--

Kittredge: So the Wartime Class still exists and they have a class secretary, Patty Finn Carruthers, but she seldom writes class notes, or she doesn't write class notes as often as I do. I tried never to miss an issue if I could help it. I just had a personal [laughter] desire to hold up my end and always tried to send something in if I could. I did miss a few, but not very many.

Chall: When you didn't have anything to write about, I suppose.

Kittredge: Well, it was hard. Usually I knew some personal friend or something I could write about sometimes and have something. But anyway, after we started holding our reunions together, my idea was to put in a questionnaire every time we communicated with a class and asked them to send it back, so then every few years, sometimes even before the reunion happened, we would send out a newsletter. Every time we sent anything out to the class we would enclose a questionnaire and ask people to send it back and then we divvied them up among the classes, so that we always tried to have some news. Sometimes it was a couple years old, but we always tried to have some news for all the classes. And that's stood us in good stead all these years.

Okay, that's pretty much all the jobs I did for the class. After a while, for the reunions, it turned out that I did provide all the mailing procedures because in Save the Bay I was familiar with bulk mail and the process of handling it and all of that. Now I understand the alumni association takes care of that for classes. Just recently they started doing that. And they also moved the reunion dates away from Big Game. Whether our classes will continue to want to do that, I don't know.

Chall: That was always a big time.

Kittredge: I probably won't live to see another reunion, so I'm not going to worry about it. And they're going to have to find somebody else to write the various letters detailing the events of the reunion, which has been my job for the past few reunions.

Chall: Well, they'll find somebody because they have to now.

Kittredge: Right.

Prytanean Alumnae: Members and Objectives

Chall: That always makes the difference. What about the Prytanean alumnae? What did you do?

Kittredge: In the Prytanean I had various and sundry jobs. And of course, depending on what I was doing--if I was the secretary, reporting secretary, I wrote up minutes; if I was corresponding secretary I answered correspondence; and then for a while I was events chairman which meant I put on the annual brunch and

possibly some fund-raising thing. I mentioned I think for a while I was even the liaison to the house committee, which involved reprimanding residents of Ritter Hall for misdeeds, which was not my cup of tea.

And I'm trying to think of other jobs. If I was in between times when I was not on the board, I was on an advisory committee. So I was pretty much on a committee of Prytanean all the time. And then from time to time we had special committees. I remember I was in charge of something called Class Representatives. They tried to get one representative from each class, sort of like the class secretaries--in fact, I did it for my class because I was class secretary anyway--to be in charge of trying to keep records of who was still alive, you know, and the correct addresses. All we wanted in the Prytanean were the correct addresses.

Chall: Was there a large roster of alumnae?

Kittredge: Prytanean has always had a large roster of alumnae. During the times when I was in Prytanean, we initiated something like sixty people every year, so there always was a large number of alumnae going back to 1901, I guess. This was quite a task keeping track of all those people and their addresses.

Chall: Who would be on the board, for example? What kind of women would be on board or stay on the board?

Kittredge: They were generally people who had enjoyed their college years. Some of them had never been very active in Prytanean while they were on campus, so they liked the fact that they now had time to be active in the alumnae committees or the board. I remember one gal who had graduated in the sixties, I believe, who said when you lived in Berkeley, you didn't have the opportunity of joining an alumni club like you did in Fresno or Sacramento or one of the others because there were so many people living in the Bay Area. I think now, actually, they do have a local committee, but in those days they didn't and so she felt being more active in Prytanean gave her a way to be active even though she lived in Berkeley and couldn't be active in (quote) an "alumni club" that people who lived in the other cities could.

Chall: Did these women represent various years of their membership?

Kittredge: Oh yes.

Chall: Did you try on the board to have--

Kittredge: Prytanean always tried to have at least one person from every decade. And generally the decade sort of in the middle held the most people. They were out far enough to be more interested, but they weren't so far out that they were about ready to retire or something like that.

Chall: Yes.

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Kittredge: But I was active. As I say, I was on most of the elected jobs and some appointed ones. More recently when they raised money --well, a couple of times recently they've raised money for Cowell Hospital. One time was to refurbish a room or something in Cowell before they moved and then after Cowell was moving and the Tang Center was being built. We raised \$1000--or more than \$1000. I've forgotten now. I think it was \$1000 for one of the meeting rooms, to help build one of the meeting rooms in the Tang Center.

Chall: Is it called Tang?

Kittredge: T-A-N-G. That's the name of the health center on campus now.

Chall: Yes.

Kittredge: There's no more Cowell.

Chall: No, there isn't. There's the Haas School of Business on the Cowell site.

Kittredge: Cowell is no longer a name on campus. And that's too bad, too. There should be something. Maybe there's something in the Tang Center that's named Cowell, I don't know.

Chall: There might be. I don't know either. How would the alumnae decide where they were going to place their money?

Kittredge: Well, there wasn't any money, of course, as long as they had Ritter Hall. Ritter Hall took all the money and then some that we could raise. We subsidized it because the rents were very low in this co-op boarding house and then things like refurbishing and what have you were generally done with money that we raised. Then we also had to pay a house mother and things like this. I don't know what the exact proportion was, but they certainly had a great many expenses.

And during those years there was something about Prytanean holding property. We had to be incorporated to hold

property. So then for quite a while we had two boards, an incorporated board that was in charge of the property and the alumnae board which wasn't. Some of this is in that Blake House volume because I had to go through both sets of minutes in order to find the information that was dug out for that Blake House oral history. But then I guess the laws changed or what have you, but now it's called Prytanean Alumnae Incorporated, so it didn't have to have two separate boards of directors.

And as I say, the boards tried to be consistent with having members from all classes and all decades as long as they could. And all the jobs turned over every two years, with the exception of the person who kept track of membership. And for a long while there were only a couple of people doing that. I tried doing it for a year in the changeover but discovered it was just too time-consuming along with my work for Save the Bay. I had to give it up because obviously Save the Bay was my chief occupation. I was trying to think--so that person stayed as long as they would stay in order to make sure--now I think they have a different arrangement. They've been completely computerized.

Chall: Yes, that makes it much easier.

Kittredge: They weren't for many years, they had the mailing list computerized, but nothing else, though now I think everything's computerized and they employ somebody to help manage it, I believe. Over the years Prytaneans have had a lot of things--did I mention about Prytanean voting not to go with the Title IX thing and remain all women?

Chall: Yes.

Kittredge: During the years when Title IX was very big Mortar Board had to do it, because they were a national club, but Prytanean, although they did things for all students, their focus has always been primarily on women. Anyway, they sold Ritter Hall after the university had built the dormitories after the war. And then the phase came on of everybody wanting to live in apartments. I guess they had rent control, because Berkeley's had it so long, but even the university couldn't keep their dormitories full. There weren't enough people to really keep Ritter Hall as a viable option. The Co-op was able to survive because they were a much bigger organization, but I know they were always crying for people to come. Ritter Hall was a co-op. So we finally decided that we couldn't--and I do not remember what year that was, we'd have to find out. It would

be in some Prytanean records or other as to when they sold Ritter Hall.

Chall: All right. No problem about that.

Kittredge: But they sold Ritter Hall for what seemed like an awful lot of money in those days. I think it was something like \$30,000 or \$35,000 which doesn't seem like very much nowadays, but it was money, that invested, gave us several thousand dollars to do with. And the laws on invested funds were then and still are now, that you have to spend the greater percentage of money that is raised strictly by interest. Save the Bay, remember, didn't have to worry about this because most of Save the Bay's money was ongoing memberships and we had very little invested money for many years. But with Prytanean, all they had was invested money along with a little money from annual dues, which I think for years was just one or two dollars.

Chall: Oh, yes?

Kittredge: And so it was quite minor. Now it's ten dollars, I think.

Chall: Well, that's still--

Kittredge: For the older classes. Five dollars for people that have only been out of school five years or something. Anyway, they sold Ritter Hall--what I feel is a momentous decision. And I don't recall being on the board then, so it must have been during one of the periods when I was in between board jobs.

I think the best thing they did was decide to keep control of the money instead of just giving it to the university or giving it to the housing office or doing something else, which they could have done. I'm sure the university would have loved to have had it. But Prytanean keeps control of the money and uses it for projects--especially projects that are brought to them by the active chapter Prytanean and the student chapter. And to this day they are still doing it.

Now, for quite a while this caused quite a lot of interest because every year we had to vote on a series of things raised anywhere from a few dollars--you know, like a few hundred dollars--to several thousand dollars. And little by little as times got better there was more and more money--but not near enough money to do anything really big on. The first biggish project that we did was to try fund a women's center on campus. This was done by Prytanean when Chancellor [Albert H.] Bowker was chancellor. I don't remember what year it was, but

I think Elaine Anderson was president of the alumnae board-- anyway, around that year. And Prytanean was the recipient of the Berkeley Citation for their work in helping provide this. This was a center that was set up in one of the old green T buildings.

Chall: Oh, yes, I remember them.

Kittredge: And it was a forerunner of women's studies on campus. And somehow or other we were involved in getting the first professor of women's studies and the person who sort of ran this center. Now, I'm unclear of exactly how that is, but just to get back to the theme of what I'm talking about, that was the first money. And we didn't have enough money in any one or two years, so in that instance we got permission to spend a little bit of our capital. I think we spent something like \$8,000 setting this up and then we spent a little bit of our capital, too, at that time. We asked for special donations which I'm sure we got, too, but that's how that was arranged.

Then the next time we decided we wanted to do something big was for a project that's still ongoing, which is to give a monetary award to some young woman in the tenure professor track. It was brought to our attention that it was harder and harder for women to get through that final hurdle towards being a professor which has to do generally with publishing, and so we've gotten a very prodigious panel every year consisting of professors from Cal and Stanford and sometimes other universities, as well as alumni and other people to be in charge of that. And for, I don't know, ten or more years, we have given a prize which has been \$10,000 with which they can do whatever they want. One woman I know used it to pay a babysitter so that she would have the time to do the research that she didn't have while she was taking care of her small child.

Chall: Oh, that's a very fine gift.

Kittredge: And so in order to do this, we had to provide enough income in the bank. At that point we were getting pretty good interest so we decided we had to raise at least \$100,000 to put with whatever we had already so that we would have enough income for \$10,000 per year to give this prize or award money. So we started raising it. And then by the second or third year we decided what we would do is take the money we had raised and take the money we'd been getting before and put the two together and somehow or other subsidize it. We actually started giving the award before we had raised the entire amount.

Chall: It was like an endowment?

Kittredge: The funds [for the award were available] before we reached the goal of \$100,000. Mary Flanders was the chairman of that fundraising committee and did a fine, fine job of that. And actually we're still raising money. It's still one of the things that people give money for.

And we've had fundraising events and we've had all kinds of things. We held a tea that we used to charge money to come to at Blake House and at the University House and one I remember we had at the Lowie Museum, now called Phoebe Apperson Hearst Museum. We charged money to come to that. But then in later years Chancellor [Chang-Lin] Tien wanted to just give us the money, so it didn't cost any money for people to attend this function at the chancellor's house, that is University House.

Chall: How nice.

Kittredge: He and Mrs. Tien used their funds to host this party because they thought it was such a fine thing--both to help us and to help these young women get on with their tenure track.

And I think every single woman that we have helped has reached tenure. Well, I guess the more recent ones maybe haven't reached it yet, but all the older ones have gone on to become tenured professors.

Chall: So the panel that you set up must select them very carefully.

Kittredge: Yes, and they had wonderful, wonderful people. It's incredible the young women--what they've done. It's been a very hard task to pick. It's not a question of finding somebody that's good enough; it's a question of picking between very, very good people. The runners up, I think, have been equally as qualified every year as the winner has been.

It's been a very hard job for this committee, which is picked anew every year. It's a different committee every year. We have a board member in charge of it who does it for two years and then somebody else does it. All the offices on the board are two-year offices, so there's that project person on the board of directors that does the work.

Chall: The selection of the panel?

Kittredge: She doesn't select the panel but does all the organization involved in getting out the requirements, publicizing it, collecting the entries, and you know, getting it out to the panelists. And then she finally recommends to Prytanean who to give the money to.

And that person usually comes and speaks at both the reception at the chancellor's house and at our annual business meeting and brunch which is held every April or May someplace on campus. Lately it's been at the Clark Kerr dining facility most often. Anyway, that's a special thing.

And then, as I say, occasionally there have been special things like the fund raising for Cowell Hospital for this new Tang Center room. That was the most recent special fund raising we did that was above [the usual], and we easily raised \$1,000 for that.

And I don't think--I'd have to look at my most recent Prytanean mailing for other projects. I saved one here so I could--. It's not where I thought it was.

Chall: Well, you might find it.

Kittredge: Yes, you can get copies of the newsletter. There must be someplace on campus that collects them, whether it's the Bancroft or what.

Chall: Well, the alumni office I think--

Kittredge: I don't know whether the alumni association would have it, but the dean's office probably has it because--

Chall: There are places where everything with respect to the university is kept and I'm sure it would be there.

The Children and the Cooperative Nursery School

Kittredge: Yes. Now, let's see what else? Okay, let's go back quickly to other things. I had my second child in 1958 and her name is Gena--G-E-N-A--Kittredge. Again, no middle name.

Chall: Yes, and she was born in '58?

Kittredge: 1958. And then in 1960 we had our son and his name is John Everett for Craig and my two uncles. John for his uncle Jack,

who was his surrogate father, and Everett for my uncle, who became my children's surrogate grandfather because my parents were both dead before my children were born. So John was named after two uncles, one of whom he didn't know of course.

And I was pretty involved in a local cooperative nursery school. Like all cooperatives, everybody had to do something and so I was one officer and another in this and finally was president about the time my second child was in. When when my third child was in, I didn't want to go back to doing something else and so I volunteered to do the newsletter and so I did that for several years until my children were completely out of nursery school. So I have a file of newsletters I wrote during those days of cooperative nursery school.

But that was quite an all-encompassing job, because in a cooperative nursery school you need to participate one day a week. These were half-day sessions where the younger children went in the morning and the four-year-olds went in the afternoon, so you went either morning or afternoon depending on your child. And then you had an evening meeting once a month as well as some other job--whether it was collecting wood for carpentry, doing shopping, making play dough, or in my case in the end, writing the newsletter, which took varying amounts of time, as you can imagine. And then you all were responsible for car pooling--or, we called it ride groups--to get our children to and from nursery school every day. That was all-encompassing for quite a number of years: I guess from the time my oldest daughter was two and a half until John turned five and went into kindergarten.

Chall: Well, that's quite a few years.

All Souls Episcopal Church

Kittredge: So that was that. I also became more active in church because my children were in Sunday school. This was All Souls Episcopal Church, if you want that. And so during these years I was in various and sundry guilds they called it. The most involved thing I did was for a couple of years I was in charge of getting people to put on all the lunches and dinners and stuff. I was sort of the overall chairman arranging for which groups did what and lining up the babysitter. In those days we didn't have VCRs so in some cases that meant renting a projector and a movie in order to keep the children entertained

while we had a parish dinner. I think now how much easier it is with VCRs and video tapes.

I was trying to think of what else we did. As long as we had that minister, I became the forever after chairman of a hot dog lunch that we gave after the annual blessing of the pets. Every fall we held a blessing of the pets in the courtyard of the parish and then had a hot dog lunch. That particular rector liked it so much--liked the way I did it, I guess--that he asked me to do it every single year as long as he was rector, so for a number of years I did that even when I wasn't doing some other things. [laughter] And so for a while I was quite active there.

And Save the Bay, of course, was becoming--it started out very part time but became more and more a full-time activity as my children grew up and I didn't have to worry about being there when they came home from school, or making sure that either my husband or I were there or what have you. Lots of times they would come home and call me at the office and then go on and do homework or whatever.

Camp Fire Girls

Chall: Did you tell me that you were also working as a Camp Fire Girl leader?

Kittredge: Yes, that's right. I forgot about that. When my oldest daughter was in Camp Fire I was not the leader but I ended up assisting her and being in charge of the annual candy sale of Camp Fire mints that we sold in those days. Then when my second daughter was about to be the age in first or second grade--I've forgotten now what age they became Blue Birds--the Girl Scouts got a jump on us somehow or other and started to sign everybody up. But my daughter Gena said, "But you promised I could be a Camp Fire Girl," like her big sister was.

And I couldn't find anybody else to do it, so I, you know, more or less said, "Okay, I'll do it," and that started a thing that lasted as long as they were in school. They were Camp Fire Girls through the twelfth grade, believe it or not. It was a little hard to believe, but my daughter Gena even got the Wawona medal, or something like that, which is sort of akin to Eagle Scout. Not everybody does it. In fact, it was probably much rarer than Eagle Scout. It didn't have as big a name, so people didn't know about it as much. But she went on

and did it. She allowed as how if I helped her, she'd do it, and so we did whatever it took.

She was my daughter who was more interested in volunteering, herself. She was interested in helping retarded children and she volunteered at a camp for mentally retarded children, as well as at a local program. In fact, when she was I guess a junior in high school she was one of the winners in a City of Berkeley award thing that gave an annual award to the students who had the best grades, the best service record, and something else, I forgot. Anyway, she was one of the winners in that and won a trip to Washington and New York with this group and a chaperon for winning this award, which was a very exciting thing for her to do.

The Children: Their Education, Their Careers

Kittredge: And just as an aside, Gena has carried on. She unfortunately has to be a Girl Scout leader because there are no Camp Fire Girls in Moraga where she lives, but she's been a Girl Scout leader and she assists in all of her children's classes. And even though she's a teacher herself and has her own Montessori preschool, she also allows time to help in both her daughters' classes at the Moraga Elementary School where they are. Well, she's a leader for one group and she assists the other Girl Scout leader. And she's been helping with the ballet performances of her older daughter who's a ballet student. She signs on to all the things where they need parent helpers and, just in general, she's inherited the volunteering bug from me, obviously.

The older daughter [Lisa] was interested but since she's been married she's worked full time as a nurse, as an RN [registered nurse].

Chall: Oh, she's a nurse.

Kittredge: And then she is divorced and so she's a single mom.

Chall: I see.

Kittredge: So it's harder for her to do this. However, she isn't as inclined to do this volunteering. I mean, she takes her turn on doing things for class field trips or what have you, but she doesn't sign up for anything ongoing or out of the ordinary because she doesn't have the time, obviously.

Chall: Where did your two girls go to college? They went through Berkeley schools, I'm sure.

Kittredge: Yes. All my children went to Berkeley schools, but my two daughters both wanted something they couldn't get at Cal. Lisa wanted nursing and there was no pre-nursing at Cal. I mean, she could have taken her first couple of years--she was accepted. She applied and was accepted, but she decided to go to San Francisco State for a nursing program. And as it turned out, it was lucky she'd done that because at the time she was ready to go to nursing school it was tight to get in, so the fact that she was already a student at San Francisco State University was a good idea.

##

Kittredge: Gena wanted to continue her interest in retarded students, so she didn't even apply to Cal. We don't know whether she would have gotten in or not because she didn't even apply. She wanted to go to San Francisco State anyway because they had a very fine program. Unfortunately she found that even at state she couldn't go right into doing special education. They had nothing she could do as an undergraduate, which distressed her because she wanted to go on doing some work as an undergraduate. But they made you get a teaching credential and then go on further into special education, and she really wasn't interested in regular education. She was most interested in special education and this distressed her, so she looked around and discovered that if she didn't major in teaching--because you don't have to major undergraduate in teaching to go on into education--she would major in communicative disorders. They not only had an undergraduate workshop-type program but she could do it as an undergraduate. And so her degree from San Francisco State University is in communicative disorders.

Then she thought she would go on and get her credential in speech therapy--hearing and speech--which is where it leads, but she was kind of tired after going to school.

The girls both worked while they were in school, either to help pay for a car or an apartment. I mean, we certainly could afford their tuition, but they could live at home and if they wanted to support a car or to support living otherwise, why we said, "Okay, that's on you." Actually, I think we were pretty mean compared to some parents, but on the other hand our kids all went right through school, so in some respects I think it wasn't such a bad idea.

And even in the younger grades if they wanted to do something--like Lisa went to Mexico for six weeks on an exchange program when she was in junior high school, we required them to raise part of the money themselves and then we would pay the rest because it meant more to them if they raised part of the money.

Chall: Right.

Kittredge: So this was something that we sort of felt was an important thing to do whether we could afford it or not.

Chall: Did the girls live at home and drive to school or did they eventually leave?

Kittredge: Lisa more or less lived at home until she moved in with her boyfriend later on, but she used it [living at home] to support a car. She bought a car and used it to support a car. Gena didn't have a car, but she used the money she earned so that she could have an apartment and not live at home.

Chall: Near school. Yes.

Kittredge: And John did that, too, towards the end.

Chall: Where did he go to school?

Kittredge: John went to Cal.

Chall: Oh, he did.

Kittredge: John had no particular goal in mind like his sisters did, so I assured him that you didn't have to have a goal to go to Cal. You could sign up for general curriculum like I did and then discover--so this is what John did. He went to Cal for two years, and then took a year out to become a 911 police operator. He was interested in being a policeman, but that year was enough for him to decide that it was too punitive for him; he wanted to help people.

All of my children are in helping professions if you'll notice: nursing, teaching, and police work.

Chall: Yes, that is interesting.

Kittredge: He wouldn't do that, so then he went back to Cal. And because the classes he'd taken that he'd liked the best were in sociology, he ended up being a sociology major, which has to do

with people. And since then all of his jobs have had to do with people.

Chall: What kind of work does he do?

Kittredge: He taught himself to be a computer expert when he was in high school, or to learn [about] computers, and so he's always had something to do with computers. He worked for Sprint when he first got out of college doing trade shows and other things to acquaint people with Sprint.

And then the job he still has to this day in New York is as a representative for this company called Community Concerts. This company was started in the twenties to bring concert series to small towns like Chico and Marysville and what have you. He's a vice president now. He helped bring the computer world into this very old company which is now breaking away from Columbia Artists. It was started by the Columbia record company and Columbia Artists and I suppose the radio was involved in it then, I don't know. Anyway, it's come on through all these years as a place where they go to these small towns and help set up a community volunteer organization to sell subscriptions so that they can then bring a concert series of some sort. They provide the artist, or they help provide the artist, and they help with starting the organization.

And I remember him telling me when he first started that, "Mom, they're still using three-by-five cards," which sounded very much like Save the Bay. [laughter]

Chall: Yes.

Kittredge: Well, at least they could type xeroxed labels instead of re-typing every envelope or handwriting every card separately. Anyway it was interesting for him to comment on that. So, he's been in some sort of a helping profession ever since.

Chall: And he lives in New York?

Kittredge: He took a year off from Cal, went back as a junior--as a sociology major--then unfortunately got ill when he was a senior and had to drop out. And because Cal had changed from a quarter system back to the semester system, he wasn't going to get in all his requirements. They grandfathered six years because of having to take out this semester, so he wasn't able to finish in six years. Then he had to take a whole other semester because he got caught in having to take several classes that he wouldn't had to have taken except because he'd taken a year out and then got sick and dropped out. So he was

in college for like seven years. [laughs] But as I say, he did graduate from Cal. He was a sociology major.

Both of my daughters--Lisa graduated in nursing. She had this very steady boyfriend and they were married just before she graduated. Her name has been Lisa Kittredge Barsotti ever since. And she has two daughters. She worked all through her college career, mostly for the Bill Graham organization in the box office for rock concerts and so forth. And her husband, now ex-husband, worked for him, too, although they met in high school when she was in the eleventh grade. So they met and married too young. They were married for ten years and then proceeded to go their own way. And Lisa has never remarried. Bob has, but Lisa hasn't.

And she has done various things. She went to work for the hospital she was trained at most, which was Pacific Presbyterian in San Francisco. After a couple of mergers it is now called the California Pacific and includes the old Children's Hospital. She worked in oncology, then she worked as a weekend nurse supervisor of the hospital, and then she went into operating room which took her about a year to learn while she was still doing her supervisory work, so she was working like seven days a week.

But the one she got her certification in was O.R. work. That's been very good because it's the place where she felt she could make the most money with the least investment of time. You didn't generally have to work on weekends, which was better for her as a single parent. Then they didn't have a same-day surgery at Presbyterian, so she started it and when they merged, she then went out as a management person to Children's Hospital campus, they call it, in charge of the same-day surgery there. So that's what she does to this day. It's an extremely stressful job. She's in charge of keeping nine operating rooms going full tilt all day long, so that's a very hard job.

Gena graduated in this communicative disorders and then wanted to take a year out. During the year out she went to work as an aide at the Montessori nursery school that was in our church and she liked it so much that she decided--and she discovered that St. Mary's has a master's program that gives you this Montessori certificate that you can do while you're working, so she kept on working as an aide at the school that was using the church facilities and went back to do her master's--not in communicative disorders, but in early childhood. So she has all the credits for early childhood and she has her Montessori certification and all she would need for

a master's would be to write a thesis, but goodness knows if she'll ever get around to doing that because that wasn't the main reason for her going back.

Even while she was taking the courses they had the nursery appoint her as a teacher even though she only had part of her schooling done. She was a fully credentialed Montessori teacher by the time she finished. And after, I think, one more year in that nursery school, she and one of the other teachers --they had several classes--preschool classes--decided that they would like to start their own nursery school. They looked for one and thought they had one in Montclair. They opened it up in Mosswood Park there in Oakland in the old Moss mansion. They had it there for about two or three years until the school of social welfare or whoever had the master lease on that--I think it was the Nature school or some sort of a school that had been there--was talking like they might need the mansion, and so they started looking for someplace.

They found a building near the Rockridge BART station that had been a nursery school. The owner had been looking for somebody other than a nursery school because they can't pay that much in rent but discovered that he would have to do a lot of remodeling--because it had stairs--if he changed the usage, so he finally decided to come down on his rent requirements and so they were able to rent this facility, which they still are in. It is very good because it already had been renovated. It is the main floor of an old house right next to Zachary's Pizza on the side street [of College Avenue]--Oak Grove I think. Anyway, so they had this nursery school there. Since then her partner left, so she now owns it 100 percent, or as much as you own anything that's nonprofit. She has a board and so forth, but she's basically--

Chall: But did you say she lives in Moraga?

Kittredge: She lives in Moraga. Of course, that came later. She lived here on this side of the tunnel before that. She and her husband had purchased a house in Richmond when their first daughter was born and so actually it's not very far unless the tunnel's blocked. She doesn't have a very long ways to come from Moraga, just through the tunnel to Rockridge.

Chall: Yes.

Kittredge: And so she has that. And she does some teaching, but her main job is to manage the staff and do the administrative work of the school. That can be a full-time job.

Chall: Yes.

Kittredge: And so that's mainly what she does, which is how she can adjust her own time and help with her children's schools and help with me now that I'm sick--[laughs]--do all the things that Lisa can't do because Lisa has a full-time job where she isn't able to manage her time quite as easily.

Chall: Yes, that's right.

Kittredge: John lives in New York and is just married and has not had children so far.

I guess that brings me up to my retirement from Save the Bay. There's a story about that in the current Save the Bay newsletter, if you've gotten it.¹

Chall: Yes, I did.

Kittredge: There's a story about me and my retirement party in that.

Chall: Yes, there is. Well, it looks as if your children have all done very well. You must be proud of them.

Kittredge: My children have done well. We have a family story that I like to tell. At one point after they were all out of school, we were talking about so many of my friends whose children didn't go right off to school--they maybe came to it later and went back to school in their thirties and so forth--and John said, "Aren't you lucky that you had three kids who went right through college?" And I said, "Yes, but I like to think I had something to do with it." [laughs] And they sort of agreed that I probably did have something to do with the fact that they wanted to go to school and they weren't deterred from going right to school. I certainly enjoyed going to school and doing all of my volunteer activities.

I think John is a volunteering type of person. He met his wife after volunteering to work at the New York Pops or something. She had volunteered and they met doing that. And as I say, his job has this volunteering aspect to their program.

They live in New York City. And I've enjoyed very much going back and visiting because Craig and I lived their our first year of marriage. But that was all on the east side, and

¹See appendix.

John lives on the West Side, which is the place to live, I understand, now, since Lincoln Center was built and everything is there. And it's been fascinating, you know, becoming acquainted with the West Side. I mean, I didn't know--I think all I'd been over there for before was to go to the Museum of Natural History. That was the only thing on that side of the park that you ever went to see before Lincoln Center was built. Oh, except Columbia [University], which was way up farther. But it was been fun to go back and visit him, just a little over a year ago, having no idea I would be spending the rest of my life on my bed. Hard to believe.

Chall: Yes, it is.

Kittredge: I sent you my Christmas card that had my year's activity in it. I thought, well, that sort of finishes up my life.

Chall: I thought if you have extra copies I would put that picture into the volume.

Kittredge: Yes, I do.

Chall: I also will use your letter.

Kittredge: Another card. There.

Chall: Okay, that's fine. And all the other material that you gave me I'll bring back to you. Do you want me to take this back with me today [Blake House oral history volume]?

Kittredge: No, I want to read it. I hadn't really read it.²

Transcribed by Amelia Archer
Final Typed by Shannon Page

²Janice Kittredge died February 2, 1999, three weeks after this interview.

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November 1998

An update on my health:

This is an attempt to put on paper a summary of what has been going on this year so that everyone who receives it will be brought up to date on my health. I find I cannot remember what I have told to whom during the last ten months. Now I hope everyone will be on the same page.

First, my lung disease is called Interstitial Pulmonary Fibrosis. The word interstitial is used because it involves the spaces between the airways, rather than the airways which are affected when you have asthma or emphysema. Fibrosis is the scar tissue which forms in these spaces which is making it harder for oxygen to get through my lungs to keep my blood circulating, my heart working, etc. There is no known cause of the disease and no cure although it usually proceeds very slowly. I have probably had it for 20 years or more although I have only been aware of it for about six years. My chronic cough has been the only symptom I have had all this time and, because I was also diagnosed with a sinus infection, we thought my sinuses were the cause. Now it looks like the lung disease is why we could never completely clear up my cough by treating the sinuses. For the past few years I have also found it harder to walk upstairs, climb hills and walk long distances although I was able to complete the pulmonary tests.

My present situation began last December with much more difficulty in walking. I thought maybe I had pneumonia but that and any similar cause was ruled out after many tests. It was decided that my fibrosis had just become worse and that I should have supplemental oxygen at home. This was begun and I used the oxygen when I was home (it has a long tube which reaches every room). I continued to go to work during the days and we even went away a couple of weekends without any problems. The thinking was that I could go on at this level for a long time because changes in the disease came so slowly. Therefore, it was quite a shock when during the first week or so of March I found I was having even more trouble breathing. Finally, my daughter, Lisa, who is a nurse, rushed me to the hospital on a Sunday. They kept me there for five days doing many more tests but the end result was that the disease had seriously worsened again and that I might have no more than a few weeks to live. My family also had their lives turned upside down when our son, John, and his fiancée, Ingrid, decided to change their wedding plans which had been arranged for New York City in August. They flew to Berkeley with some of Ingrid's family and were married in our living room on March 28. This meant my daughters and my sisters had to take care of me in bed and on oxygen all of the time, and still get our home ready for a wedding for about 60 people in less than two weeks. Needless to say, it was all done beautifully and was a wonderful occasion.

I always said I would never retire unless forced to by my health so now, after moving my computer home and working from here for a few months, I am officially retired from Save the Bay. The office has been going through a reorganization and I am glad to still be of help when they need questions answered. Everyone has been wonderful to me and I thank all my friends for their notes, cards, flowers and especially for the marvelous retirement party given for me in October which was also in appreciation of my 34 years of work for the Association.

Right now I am just staying on my bed with occasional trips out of the house in my oxygen-equipped wheelchair and Lisa to help me. My family has been wonderful of course, my daughters, Lisa and Gena, my sisters, Lois and Gayle, and especially my husband, Craig, who has lost weight going up and down stairs taking care of me. John and Ingrid call frequently and John has made a few visits. They will both be here for Christmas.

So, my condition is said to be terminal although there is no way to tell how much longer I have. I have obviously outlived the original diagnosis of a few weeks. The theory is that the more energy I can save the longer I will live. I do not feel much different but know that I cannot do as much and now need more oxygen to keep me comfortable than I did last spring.

I want to thank you all for your thoughts and prayers, your wonderful notes, cards, telephone calls and visits. I have especially enjoyed those of you who have been able to come and see me. These visits are my greatest pleasure so I hope anyone who can will come by in 1999!

February 4, 1999

To the friends of Janice Kittredge

With great sorrow we write to tell you that Janice's life ended on February 2nd, at home, in the loving company of her husband Craig and daughters Lisa and Gena.

After her letter to friends in December, she got progressively weaker as her breathing became more compromised. She enjoyed the Holidays and the visit of her son John and his wife Ingrid, inspite of her limited energy. The visits of friends cheered her and added pleasure to her day. By early January it was obvious that her remaining time was limited, so her loss at the end of the month was not unexpected.

We thank you all for the cards, letters, and visits - you meant a lot to Janice.

For the family, her sisters,

Gayle Rivers

Lois Breton

(OVER)

A Memorial service will be held
at: All Souls Episcopal Church
Cedar at Oxford
Berkeley, CA

on: Thursday, February 18th
at: 7 P.M.

A gathering of friends to follow the service at the Parish Hall

Memorials may be made to:

Save San Francisco Bay
Canoe Fund
1736 Franklin 4th Floor
Oakland, CA 9461

Prytanean Alumni, Inc..
Janice Rivers Kittredge Tribute
Box 5006
Berkeley, CA 94705



Christmas 1998!

This year we celebrated the wedding of John and Ingrid in March. As you can see in the picture, the rest of the Kittredge family was on hand for this glorious occasion.

We are scattered a little farther now with Laure in her freshman year at the University of Oregon in Eugene. John and Ingrid continue their life in New York City. The rest of us are still in the East Bay.

Janice has finally retired, after 34 years, from Save The Bay.

All the best holiday wishes from:

Janice and Craig Kittredge
Lisa, Laurel and Gena Barsotti
Gena, Jerry, Amanda and Allison Lawrence
John Kittredge and Ingrid Martinez

and the dogs, Sasha and Jake, who were not invited to the wedding!

Left to right: Jerry Lawrence, son-in-law; Gena Lawrence, daughter; Gena Barsotti, granddaughter; Ingrid Kittredge, daughter-in-law; John Kittredge, son; Amanda Lawrence, granddaughter; Allison Lawrence, granddaughter; Janice Kittredge; Craig Kittredge; Laurel Barsotti, granddaughter; Lisa Barsotti, granddaughter.

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The Bancroft Library

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University of California
Berkeley, California

Blake Estate Oral History Project

Janice Kittredge

MAKING BLAKE HOUSE INTO A
GRADUATE WOMEN'S RESIDENCE, 1963-1965

An Interview Conducted by
Suzanne B. Riesa
in 1987

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INTERVIEW HISTORY

In such a multifaceted undertaking as this Blake House Oral History Project, the best results often come from one thing, one person, leading to another. Mrs. Clark Kerr referred me to longtime Prytanean Alumnae Association board member Janice Kittredge for the particulars of the Prytanean Alumnae Association's project of using Blake House as a residence for graduate women. In this interview Mrs. Kittredge talks about why the project, first considered at the suggestion of University President Clark Kerr's wife Kay at a meeting in September 1962, didn't work. Certainly there was a real lack of appropriate housing that the University could offer graduate women, but the freedoms of the sixties were apparently in some conflict with the givens of a "dorm" at Blake House. The place, and in some ways the time, was not right.

Janice Kittredge, Kay Kerr, and the late Maggie Johnston whom Janice Kittredge admires and speaks of—these women took on roles in the University and in the Berkeley community that went a long way beyond that expected of wife, mother, or faculty wife. Their intention was to improve the quality of the school experience for University students, to enrich the time spent here by foreign visitors and their families, and to salvage and improve the environment for residents of the San Francisco Bay Area. And these things they did effectively and with style. Specifically they created housing, formed the Alumnae Hostess Committee, and created an entity to save San Francisco Bay. [In a recent oral history, Save San Francisco Bay Association, 1961-1986, that organization is documented through joint interviews with the three women who founded it: President's wife Kay Kerr, Regent's wife Sylvia McLaughlin, and Professor's wife Esther Gulick.]

I met with Janice Kittredge in her office in downtown Berkeley where she is the paid staff person for Save San Francisco Bay Association. July 3rd was a holiday for most everyone else in town, but for her a good day to get things done. Prior to setting a date for the interview Mrs. Kittredge had reviewed all the minutes of the Prytanean boards for the years in question, in order to bring the most precise information to the interview. And she offered additional comments that filled in the picture of how a core group of enthusiastic women came to volunteer for the University. I left with my questions answered. The Prytanean Alumnae Association's project at Blake House was clarified. And in my wallet there was a receipt for a renewed membership in Save San Francisco Bay Association!

Suzanne B. Riess
Interviewer-Editor

November 11, 1987
Regional Oral History Office
486 The Bancroft Library
University of California, Berkeley

BIOGRAPHICAL INFORMATION

(Please write clearly. Use black ink.)

(Leah)

Your full name Janice Rivers KittredgeDate of birth 3-30-26 Birthplace Oakland CA.Father's full name Paul Stewart RiversOccupation Railroad Engineer Birthplace Berkeley, CA.Mother's full name Grace Good RiversOccupation housewife Birthplace Brownville, IndianaYour spouse (Harland) Craig KittredgeYour children Lisa, Gena + JohnWhere did you grow up? BerkeleyPresent community BerkeleyEducation BA in 1947 Univ. of California, BerkeleyOccupation(s) Membership, office mgr, etc. etc. - Save SF Bay Assoc
Sales & office for sister's childrenswear business - Dist. prod.Areas of expertise office & organizational,
advertising, production,Other interests or activities reading, travel, musicOrganizations in which you are active mostly UC alum groups -
Alumnae Hater Committee (chairman), Professor alumnae,
Class secretary class of '47, Class gift committee, etc.

Prytanean Alumnae Association Approached to Run Blake House as a
Residence for Graduate Women

[Date of Interview: July 3, 1987]

Kittr: The very first mention of Blake House in the minutes is in September of '62, and evidently Kay Kerr came to the Prytanean Alumnae Association meeting and "gave a complete explanation of the Anson Blake property and residence that had been willed to the University."*

Sometime in the summer of 1962 Maggie Johnston had gathered up a lot of Prytaneans that she knew. We went out and looked at this house. Evidently nothing had been done to it since--it was full of Mrs. Blake's furniture, and the curtains were drawn. It looked like she'd probably been living in this very dungeon-like place throughout her last few years of life, maybe.

Kay and Maggie stood up there and said, "What are we going to do with this?" I wouldn't be surprised if Maggie had a great deal of input in it, because she was familiar with our working on

*Quoted material is from Prytanean minutes. Mrs. Kittredge notes: "I had really sort of forgotten that at that time Prytanean had two boards. There was Prytanean Alumnae Association, and there was an incorporated board, Prytaneans, Inc. They decided they needed to incorporate to do some of the business things they did, one of which was running Blake House, so they had two different boards. (There was a lot that I really couldn't remember from my own memory until it was brought back by reading the minutes.) There were a lot of disagreements between the two boards, and they eventually were merged. Prytanean only has one Alumni Incorporated board now. But to review the history I found that I needed both of these sets of minutes, but especially the Incorporated minutes because they are the group of women who actually ran Blake House."

Kittr: dormitory things. Prytanean had Ritter Hall, which was a co-op, and fairly low cost. It was to help girls with financial difficulties and so forth. The Prytanean Alumnae Association had started Ritter Hall in the '30s.

I think Maggie thought that there never had been, up to that time, any kind of residence for graduate students. They must have started the married student housing before '62, but for single graduate students I seriously doubt whether there was any kind of university housing. They thought, well, here this was way out there in Kensington, and they couldn't put undergraduates there, but they could use it for graduate women.

At this point it was just before the years when everybody stopped wanting university housing; they felt that there would be quite a need for this. Later, in the mid to late '60s, they couldn't even get people to fill the dorms, and Ritter Hall had to be sold because we couldn't get enough people even to go into a subsidized co-op. Everybody wanted to live in apartments, and they didn't want university housing. I think, if you look back, they were running all those big dormitories that they had built right after the war—they were running those not completely full. It's absolutely incredible now, of course, because people are standing in line, and there are waiting lists, and what have you to get in them, because there's no other place to live. But at that point, I guess, it was still reasonably priced enough to get rooms in apartments elsewhere, and so forth, so kids would much rather go three and four to an apartment and live on their own than to have university housing.

Riess: When Kay said, "What are we going to do with this?" was she saying, "What are we Prytaneans going to do with it?"

Kittr: No. "What are we, the University, going to do with it," because she was the wife of the president of the University, and one assumes it had sort of been handed to her. The University at that point didn't want to put any money in it, or any more money than they had to. Actually, it was pretty obvious from some of the minutes that Kay's interest diminished after the start. After all, Clark was president of all the universities. Gertrude Strong was more involved then because Chancellor [Edward] Strong was the chancellor then, so she was active throughout the two years that we operated it and was the one that, when we finally gave up, we were giving it up to. We notified her. Oh, I guess they notified Kerr too.

Anyway, Kay and Maggie said, "What are we going to do with this?" and "What do you think about this idea? You are all Prytanean board members, or past board members, or what have you. How about running this as a graduate dorm like you've been running Ritter Hall as a student co-op?" So it was taken under advisement.

Kittr: The original thoughts, I gather, were even that we would provide the money to renovate and buy furnishings and everything. My feeling is that we did some of that, because we had a rummage sale evidently at Mrs. [Eric] Bellquist's house, and we put together a couple of teas that raised money. Then, of course, the first year at least, we had money from the residence.'

There's a letter here, a copy of a letter from Joe Mixer [Chancellor's Office] to Mrs. [Parker] Trask, who was on the Incorporated board, as to what it would cost, and the way's and how's of raising money [letter dated January 31, 1963]. To the best of my knowledge, nothing about this was ever carried through from Prytanean anyway. At some point originally they thought they would have to come up with some thousands and thousands of dollars to equip it for a future, take out a thirty-year loan, you know, all these kinds of things for what was really an experiment, and I guess they [Prytanean] sort of realized pretty quickly that they couldn't really obligate themselves to such an incredible degree.

Riess: But at first it must have seemed rather exciting.

Kittr: Oh, yes! There were things in the minutes about leasing the house, and having so many, twenty graduate women, each paying four hundred dollars a semester.

Riess: That was for room and board?

Kittr: Yes, and all kinds of things. They had to have a house mother, and maids, and a cook, and so forth. Anyway, the beginning was that summer meeting, and then the next step was that Kay came to the first meeting of the fall semester of '62, on September 25th, and gave the official proposal to the board. They agreed to take it on.

Riess: Who drew up the official proposal then?

Kittr: I don't know, and I could find no record in the minutes. I'm kind of inclined to think that if there is one, it's in the University Archives.

Difficulties with the Experiment

Riess: I wonder if the whole thing was modeled on anything else that was fairly closely detailed.

Kittr: I don't think so. I think the whole thing was an experiment, and as it turned out, a somewhat disastrous one. It really never served the original purpose. They thought it would serve twenty graduate women; they never got twenty. Even the very first semester in September of '63 nineteen was the most they could get, and it dropped very quickly by the end of that semester to something like sixteen or fourteen. There were several rooms upstairs, one room downstairs, and those girls downstairs felt isolated. They set it up originally for four or five girls to a room, if you can imagine. So study desks had to be out in the hall.

I'm sure you've been to Blake House. You know what a gracious place it is, but it wasn't as nice then. That lovely hallway where you go to the dining room, that didn't exist, that's been added on. Two little doorways were the way you got from the hallway into the dining room-kitchen area. That I remember very well because I was one of the people in charge of the first big fund-raising tea we had in the fall of '63. We got a tremendous crowd because everybody wanted to see what Blake House looked like. So we had tours of the house, and we had this tea. But trying to get people from the big living room areas into the dining room through these tiny little doorways was a mammoth traffic jam. It was just really incredible.

Riess: What kind of redecorating had been done then?

Kittr: I don't think they really did anything. As it turned out, the University did do some structural work. As I went through the minutes, there were several places where they suggested that Prytanean buy this or do that. But Prytanean didn't own the house, and it's really the owner of the house that should make these kinds of expenditures, so some of the things were done by the University.

Kittr: I remember that we did spend four or five hundred dollars on a gas heater for the study hall because the girls were absolutely freezing. I think the heating facilities in the house were pretty antiquated at the time. Mrs. Blake probably lived in one room with a little tiny heater or something. It just really was not good heat for winter time there, and it's a pretty big house with not very many bedrooms, which was part of the problem. It was a problem, I think, for some of the presidents who lived there, not having enough bedrooms.

You have this enormous living room-study-lanai area, and this tiny little dining room. Maggie always used to say what a problem it was. Maggie was instrumental in the purchase of what they now call Morgan House, that marvelous house that was designed by Julia Morgan [2821 Claremont Avenue].* I remember being there very early on when the University first took it over. She said, "You know, the best thing about this house is that the dining room and the living room are exactly the same size. So if you have x-number of people in the living room, they can all sit down in the dining room."

Blake House was better, of course, after they built that sort of porch, gallery, whatever they call it. You could stretch dining tables along there as well as in the dining room, and that helps. But you still can't seat anywhere near the number you can have milling around in that enormous living-study-lanai area. I think we used the lanai area as the study hall. I think that's where Prytanean needed to buy the heater because it was so cold. There was no heat at all in there, and the girls couldn't stay in there without turning blue, I guess, in the winter time.

Anyway, just as a quick run down, we did raise money, and they did get nineteen girls. There was a lot of changeover.

Riess: Do you remember how it was advertised? What glowing words?

Kittr: They didn't do much advertising. I think it was just through the University, really.

Riess: Just offered as an alternative?

Kittr: Well, as the only housing for graduate women. You see, at that point it was still a question of--you know, if graduate women were coming, there was no place for them. The University was still a little bit in the "mother" business even though graduate women, of course, were over twenty-one, and they didn't have to do the same sort of things that they did for undergraduate women. I mean, all the time I was in school I had to have my father sign a permit for me to live at home. It was so silly. You couldn't live at home.

*Julia Morgan, Her Office, and a House, an oral history interview conducted 1976, Regional Oral History Office, The Bancroft Library, University of California, Berkeley, 1976.

Kittr: You had to live in an approved house, you had to have a signed permit even if you lived in your own home with your own family. It was a ridiculous situation.

I'm assuming graduate women were sent housing options, and I suppose this was one of those. But, as I said, they had nineteen instead of the projected twenty. So they didn't get the maximum amount of money even from the very beginning.

Then they had some difficulties with house mothers and cooks. They sort of came and went. Then very soon it was down to fourteen or twelve. Then by the second year eight was all they had, which didn't even make it pay. So Prytanean was subsidizing it, although by then they were making economies, and one of the members of the board was doing the books herself instead of hiring a bookkeeper. It was too small to buy food in quantity. It had to be bought at retail sources. So that was more expensive.

One of the main problems was that even though there was a bus connection, the No. 7 bus came right downtown so there was fairly direct bus transportation, still it was pretty far and it took quite a while. So that wasn't too convenient.

Then the idea of having four and five girls, especially graduate women, in a room was terrible. So when they finally finished up I guess the six or eight or whatever that were left by that time were only two left in a room, and they could have their desks in their own rooms and that sort of thing. But you couldn't make it pay. There just weren't enough rooms.

Somebody who knew something about it should have looked at the physical layout in the very beginning and said, "You never are going to do this. This is not going to work." But it was an experiment because nobody had done any graduate housing before. So they really didn't know what it was. We gave it the good try, and we did it for two years, raised money, and spent money. Prytanean probably spent a good couple of thousand over what they took in, running it for that time.

Riess: But it wasn't really a financial disaster.

Kittr: It wasn't terrible, but a thousand dollars was a lot of money in those days. The \$750 we raised on that tea, I think, was the first time we had ever raised anything like that amount of money, and the tea tickets were \$1.50. (You can't imagine going to a tea or anything for \$1.50 today.) So a thousand dollars was a lot of money in those days.

Prytanean Alumnae Association Projects and Relationship to the University

Riess: What is Prytanean Alumnae's basic commitment to the University?

Kittr: Some of the original Prytanean members started the Prytanean Alumni Association in the mid '30s in order to help the students by running some kind of low-cost housing. Then they bought the building where Ritter Hall was (the Alpha Delt House now) and ran that. By the time I was in school in the '40s, the Alumnae Association was already ten or twelve years old, and it was a going concern, and I've been off and on the various boards for most of the forty years I've been an alum.

Riess: So the bylaws require that Prytanean alumnae do some project for the University?

Kittr: I haven't seen the bylaws for years, but since the Prytanean Society was founded for service to the University, I'm sure the Alumnae Association has that same creed, and it started out being housing. Earlier on, in the early 1900s, the Prytanean Society helped found the first student infirmary, which then was turned into Cowell Hospital. So they've done all kinds of things like that. Since leaving the housing efforts, we put up the funding and did some of the major work to start the Women's Center. Now we're doing this faculty enrichment project where we're raising an endowment so that we can give a \$10,000 grant every year to a non-tenure faculty woman.

In between, when they finally found they could not run Ritter Hall—there wasn't the demand, and this was in this period I told you about when the demand for dormitory housing was nil—they sold the physical building for \$80,000 and then invested that money and used the income. There are strict rules about what kinds of things you can do with this income because Prytanean is non-profit. We had incorporated previously, as I explained, so there were many years there where we were giving grants anywhere from very small hundred

Kittr: dollar grants to several thousand dollar grants to any and all who applied, as long as it had something to do with students and with the University.

A couple of years ago, we agreed to start a faculty enrichment fund and raise an additional endowment of \$100,000 whereby we hope we can get about \$10,000 for an annual grant. We have been using our regular interest money so far for this because they wanted to start giving this gift right away. So that's what we have done recently. Once the fund raising for this endowment is finished, I'm pretty sure we will go back again to projects.

But there's a lot of change. Whereas one year it was nice to give many small, five hundred to a thousand dollar grants, then somebody said, "Are we frittering away our money? Shouldn't we look for something really big?" When we did the Women's Center, for a couple of years we concentrated our efforts and did a large project instead of having small little grants. But those small little grants were very helpful too. It just met different needs at different times. I'm sure we will go on to doing something else like that.

Riess: [Reads from notes] "November, 1963. Prytanean Alumnae Association delegated to direct operation of Blake House. Chancellor Strong's decision. Mrs. Strong and Kay Kerr secured the noble Spanish house as a home for women scholars."

Kittr: My recollection—I mean, it wasn't a chicken and an egg thing, you know, which came first. What happened was the University had this white elephant, and they wanted something to do with it that would be useful. Maybe "conned" is a little strong, but in a way, they really convinced those Prytaneans into saying, "We will do this," without really giving them much of any support.

At some point in the minutes, when something major needed to be done, there was some mention of Prytanean board members saying that they didn't think that we should put that sort of money in because we didn't own the house. At least everything that we did at Ritter Hall presumably we could get back in the selling price eventually.

Riess: Ritter Hall was undergraduate?

Kittr: Ritter Hall was undergraduate. It was a women's co-op run by Prytanean.

But there really wasn't much remodeling done at Blake House until the Hitches decided to move in. I think maybe the Blakes thought this would be a nice house for the University president. The Kerrs were not the least bit interested in moving from their home. (Well, when he was chancellor they couldn't, of course, because President Sproul was still living in the President's House—

Kittr: University House now.) But when Clark became president he certainly didn't want to move into the President's House on campus--which has since been turned into University House, and no chancellor wanted it. The next two chancellors all lived around here, [Glenn] Seaborg and Strong, and didn't want to move in. It was only when we finally got a chancellor from someplace else who didn't already have a house that they turned University House back into a residence.

Save San Francisco Bay Association had its beginnings in University House in those days. When I first started working for Save the Bay I had my own key to University House because there was so much stuff still stored there. They had moved the office out at that point, but there were still things stored there that I was trying to move out. University House was only used for entertaining and housing an occasional Regent, or something. They had a housekeeper and that was it.

But Blake House, there again President Kerr didn't want to live there, and nobody did. When Kerr left and Hitch came in as president, he had a very small house on Cragmont, and they needed the entertainment space that the Kerrs had in their own home. So that's why they made the decision. I just remember this from conversations with Maggie, because I wasn't involved in that, of course.

Efforts to Salvage the Experiment

Kittr: At the end of the first year they discovered that they could run it with less than the maximum twenty they thought to have, and they could cut it down so that there wouldn't be so many girls in a room. The graduate women objected to a house mother, so they went to a graduate manager, which most of the board members agreed to. One that didn't, and I was astounded to read this, was Ruth Donnelly, who was a former dean and a very good friend of mine. She was just determined that these girls, even though they were graduate women, had to have a house mother! It's really interesting, the girls themselves wanted a graduate resident manager, which of course is obviously what the University has gone to long since. They don't have house mothers in any of their dormitories.

There was some question about whether there should be a non-resident manager too. I think for expediency and for financial reasons Imogene Bellquist, whose husband was a professor on campus, took it on. She was a marvelous woman, and if it hadn't been for her the whole project would not have lasted one year, much less the two years that it did. She did the books herself, so they didn't have to hire a bookkeeper. She was doing all the sorts of things that maybe a house manager did in assisting the resident graduate student. I think she was very important to the project the whole two years.

Riess: Did they have cleaning services and all of that for the girls?

Kittr: The minutes say they hired maids. They had two maids, so they obviously had maids cleaning rooms.

Riess: Did they ever consider having the girls clean their own room and do co-op cooking or something like that?

Kittr: I found no indication of that. So it sounds like maybe they didn't want to. I don't know. It's really interesting, they even had somebody who stayed there one night a week, because she came down for a seminar one night a week, and they charged her so much to sleep there and eat breakfast and dinner there. Then they had

Kittr: somebody on a month-to-month basis. There was one notation in one of the minutes that they are now down to seven girls. One had left, "the one that had such interesting ways." [November 16, 1964] I thought, "Oh, I wonder what that meant." I gather she was some sort of a problem, but that's all that was mentioned in the minutes.

Riess: Just what were the dates of operation of Blake House by Prytanean?

Kittr: It started in September 1963 and closed in July 1965.

Riess: Did Kay Kerr remain involved?

Kittr: I do not see any of that in the minutes. Almost all of the references about that have to do with Gertrude Strong. Gertrude was an honorary president of Prytanean, and she's been on the board a number of times. I don't remember offhand whether she was actually on the board, but she was evidently more the liaison with the University.

Riess: Did Maggie Johnston remain involved?

Kittr: Maggie was involved only as all of us were as Prytaneans. I remember her helping at this tea that we gave, and I don't think she was actually on the board during those times. I think Maggie and Kay then went on to other things. You know, the '60s were a very busy time.

Evidently there was some question that the Department of Landscape Architecture would use Blake House for their graduate students as housing. This was mentioned several times, but then obviously that never came to fruition.

Maggie Johnston, Kay Kerr, and the Alumnae Hostess Committee

Kittr: I would call Maggie my mentor. I graduated in '47, she graduated in '43 but she was still around here, and I immediately went on both the Prytanean Alumnae board and Mortar Board Alumnae board because I was in both of those undergraduate organizations and so was she. Mortar Board was a much smaller organization so somehow it was much closer, and I think it was because of the Mortar Board alumnae situation that Maggie and I got to be the good friends that we ended up for the rest of her life. Even after I married and moved away for a couple of years, when I came back we just carried right on.

She was very active in some of the projects that we did in Mortar Board in those days. The war was just over, and we sponsored a school through Save the Children Foundation. When that was no longer necessary, she had relatives and a great interest in the Southwest. (I don't know if this has come up in any other thing.) We raised money and sent Christmas presents and things to the Hopi Indian children in Second Mesa, Arizona.

We both were very involved with Mortar Board alumnae for many years, raising money for various projects and so forth. Then they finally ran out of a project and the alumnae association sort of fell apart. I think Maggie and I, and a lot of us who had been so active in the Mortar Board group when Prytanean sold Ritter Hall—we were so determined that we had to have projects because otherwise Prytanean Alumnae, which was much much larger because it was a much larger organization, would fold. If you don't have anything to meet about, or have teas about, or raise money for, or what have you, there isn't a reason for being in existence. That's why I think Maggie was one of the chief people instrumental in starting the Prytanean project process to give grants in the years after we stopped having Ritter Hall.

Maggie was so involved in every facet of the University. I I don't know if you're familiar with the Alumnae Hostess Committee. Kay and Maggie started that in 1960. (I had known Maggie very well through the years, and I knew she had gone to work for Mrs. Kerr, even before she had her little girl, Peggy. She retired and then

Marguerite K. Johnston, chief social advisor and administrative secretary to five University of California presidents, died Sunday, June 29, after a short illness.

As the principal social affairs and protocol advisor to former UC Presidents Clark Kerr, Harry Wellman, Charles Hitch, David Saxon and current UC President David P. Gardner, Mrs. Johnston organized countless social events and welcomed thousands of prominent guests to the University, including Presidents John F. Kennedy and Lyndon B. Johnson, Prince Philip and Prince Charles of Great Britain, and U.S. Supreme Court Justice Earl Warren.

Her expertise on protocol was sought by many other colleges and universities around the country.

Mrs. Johnston, a resident of Berkeley, had worked for the University for more than 30 years. A memorial service will be held July 29 from 5 to 7 p.m. in the Alumni House on the UC Berkeley campus.

She was a 1943 graduate of UC Berkeley. Mrs. Johnston served three terms as vice president of the Class of 1943 alumni organization and was elected president of the group in 1985.

Mrs. Johnston was a member of the Prytanean Alumnae Association, a women's honor society; the UC Berkeley Alumni Association and the University Art Museum Council. She served as president of the museum council from 1977-79.

An avid conservationist, Mrs. Johnston served on the board of People for Open Space and was a member of the Sierra Club and the Save San Francisco Bay Association. She was also an active supporter of the arts.

Mrs. Johnston is survived by her husband of 45 years, Ted D. Johnston; sons, Mike of Berkeley, Stan of Los Angeles, and an adopted son, Armando Hurley of Australia; and a daughter, Peggy of Concord. She also leaves a brother, Stanley Kulp of Santa Cruz.

The family requests that any remembrances be sent to the Class of 1943 UC Berkeley Fund, 2440 Bancroft Way, Berkeley, 94720.

* * *

Kittr: went back again later.) Anyway, the Alumnae Hostess Committee is an interesting group. I seem to be chairman, and I've been chairman of it for twenty-seven years. It's a kind of a weird thing to say, but obviously nobody else wants to be chairman of it.

Mrs. Kerr discovered that foreign VIP's were coming to the Berkeley campus, and nobody was taking them anyplace. This is an interesting thing: she and Clark were going to go to Peru so she asked somebody at the Bureau of International Relations, or whatever it was, "If you have anybody from Peru, call me. I'd like to take them to lunch. I'd like to learn more about Peru before we go." Well, she did, and took him on a tour, and had lunch, and talked to him. When she and Clark got to Peru, it turns out this man was very important. She didn't know. She thought he was just somebody visiting on campus. When she got back from that trip she got to thinking, "Here all these people come on campus, and there is no setup for anybody to greet them." They came to visit a particular professor and if he had time to take them to lunch, fine. If he didn't they were just left.

Out of that eventually evolved the International Visitor Bureau at the University. Back in 1960 Kay and Maggie decided there needed to be some personal contact, so they got to thinking, "Well, the faculty wives are already taking care of foreign students." They decided that alumnae women were not being used as much as they could be. So they invited a whole group of alumnae women to work on this idea. Maggie called me because we were good friends, and I knew Kay, but not well. She said, "Come and do this." Well, I had a three-year-old and a one-year-old, and I was pregnant. I said, "Maggie, I need another project like a hole in the head. This is ridiculous." She said, "Oh, come out. You have never been to the Kerr's home, and the bougainvillea in the garden room is lovely." At that time the bougainvillea covered the entire ceiling. It was absolutely spectacular. This was in April of 1960.

I don't know why, but when I walked in the door with this large group of women of all ages, mostly older than me, they handed me a note pad and said, "Why don't you take notes, Janice." So I took notes and ended up helping to write the original draft of what we call Questions and Answers of what foreign visitors would like to know, and so forth. We called it the Alumnae Hostess Committee, and it's still functioning through the auspices of the International Visitor Service. There are alumnae women who donate their time and their automobiles to meet foreign visitors and take them to and from appointments, take them on tours of the campus if they want it, or pick them up at bus stops and take them to their appointments and what have you.

In those years in the '60s there was plenty of government money, and the USIS, the State Department, was sending lots of people from the other parts of the world on tours of the United States. Berkeley and Cal were always on the itinerary, so we had

Kittr: many visitors, singly and in groups. It was very interesting. We also meet with each other several times each year and have tours or talks about particular places on campus. We just compile as much knowledge about Cal as possible to use when we take our foreign visitors around.

Anyway, Maggie and Kay started that, and Maggie was extremely involved all the years even after Clark was no longer president of the University. Kay has remained a member of the committee and occasionally will come to a meeting. I don't know that she's actually done a tour for quite a while or met with a visitor, but she would if the occasion arose, I'm sure.

Riess: What is the official connection of organizations like Alumnae Hostesses and Prytanean and Mortar Board to the University? Is there always one member of the group who is the liaison? To whom?

Kittr: Well, Mortar Board Alumnae does not exist anymore. Prytanean along with probably Golden Bear Alumni, etc., really has only a social connection, I would say. I don't think there's any official connection. Alumnae Hostess Committee is just a group of volunteer women that operates out of the International Visitor Service, which is under Public Relations. Professor Ollie Wilson has recently been put in charge.

I became more familiar with Kay Kerr through the Alumnae Hostess Committee. Kay was also one of the three founding women in Save San Francisco Bay Association in 1961. In 1964 I was sort of interested in a part-time job, and so when Kay and others felt they needed a paid person, they hired me at Maggie's suggestion. The pay was very small and I only worked part-time. I think all volunteer organizations sometimes get to this point where they like to have somebody they can tell to do something, because if everybody is a volunteer you can't tell anybody to do anything. You have to ask them to do things. I've been working for Save the Bay ever since. For a long time I was the only employee.

As you see, Maggie was directly instrumental there; it wouldn't have occurred to me to ask for the job. Kay might not have known that I was interested in having a part-time job. It was just totally happenstance with Maggie as the main person. Maggie worked on a number of conservation efforts. She was always willing to help with the Save the Bay project. Then she went on to be secretary to the other presidents' wives. She was always interested and involved in the Alumnae Hostess Committee, and was always interested in helping me and brainstorming about who would be a good speaker, and where could we do this, and so forth.

As a matter of fact, we [Alumnae Hostess] had our twenty-fifth anniversary in 1985 and I said to Maggie, "Well, we haven't had a meeting at Blake House for a long time." (Blake House isn't

Kittr: technically a place we take a visitor to, but it's a nice, gracious place, and we hadn't seen the gardens for a long time.) Maggie said, "Well, this is special. Why don't we make it a potluck luncheon?" I would never have presumed to ask to use somebody else's house, even though I knew that Mrs. Gardner didn't live there. But still, you know. So she talked to Libby Gardner and we worked together, the three of us.

Riess: Did Mrs. Gardner attend?

Kittr: Oh, yes. It was just a marvelous event, all really due to Maggie who had said, "Well, let's do something special," because it's been twenty-five years of this committee, and we're still going strong helping the University. It's the old Prytanean attitude of giving service to the University, which we're still doing as alums for all these years and years.

Riess: And linking the town and gown, it seems to me.

Kittr: Well, I don't know. An awful lot of the women on the Hostess Committee, a lot of the women on Prytanean are connected with the University a lot more than I am. I'm only connected with the University through alumni activities such as this. I've never worked on the campus, which almost everybody else has, it seems like. My husband has no connection with the University, and only one of my three children even went there.

Whereas that's not true with many of the other people on both the Hostess Committee and Prytanean. For example, Maggie. I mean, Maggie went to Cal, and Maggie has continued to work, have many connections, alumni connections as well as job connections and so forth, with the University all these years.

Riess: Was there anyone ever like Maggie before Maggie?

Kittr: No. I don't think there was ever. I haven't the vaguest idea what President Sproul had in the way of social secretary or someone to do entertaining. I have no knowledge of that. I would have been at school at the time. There would have been nothing I would have known about that.

Riess: So Maggie and Kay kind of created Maggie's position in the University.

Kittr: Yes. Definitely. Then it carried on after Kay left. Maggie didn't know if Nancy Hitch would want her, but of course she did. Then she did the same thing for all of the others.

Transcriber: Catherine Woolf
Final Typist: Elizabeth Eshleman

STERLING STAFFER

At its annual dinner in September, the Association Board of Directors celebrated Janice Kittredge's 25th anniversary with the Association. Indeed, Janice was Save the Bay's first employee. For a quarter of a century she has maintained our large and growing membership, kept the office running and monitored our financial condition. She has been a major reason for Save the Bay's success and stability over the years. Thank you, Janice, for your remarkable energy and dedication.

VOLUNTEERS NEEDED

The Association membership files have long been maintained by hand on a card file system. Although this system has worked well, we have now grown to over 23,000 members and must computerize. The Association is seeking individuals or companies that

are interested in volunteering to enter membership records into an IBM PC or clone. If you are interested, call Nancy Goetzl at (415) 849-3044.

The Association is also seeking volunteers to research Bay related issues such as oil spill impacts and recreational facilities around the Bay. Finally, we are seeking a volunteer to help complete our slide collection.

ANNUAL MEETING DATE CHANGED

In response to many requests over the years, the Board of Directors has voted to move our annual meeting and conference from December to April or May. We hope that this move, away from the holidays, will allow more members to attend. We'll see you in the spring at our next conference. The next newsletter will include more information.

NOTE CARDS AND POSTCARDS FOR THE HOLIDAYS AND EVERY DAY

These beautiful cards are reproductions of the Bay at Sunset (courtesy of Bob Walker) and a Dunlin, a Bay shorebird (courtesy of Tom Rountree). Many members have already appreciated these cards as a way to express the unique beauty of the Bay and help support the Association. This fall, the Association is also able to offer these cards imprinted for the holidays with "Season's Greetings" and your name. These orders must arrive no later than November 20, 1989, for delivery by December 4. Please make checks payable to Save San Francisco Bay Association and mail to P.O. Box 925, Berkeley, CA 94701.

Blank Cards

____ Note cards, packages of 12 @ \$8.00 each	Sunset____ or Dunlin____	\$____
	plus sales tax of \$.55 per package	\$____
____ Postcards, packages of 10 @ \$3.00 each	Sunset____ or Dunlin____	\$____
	plus sales tax of \$.20 per package	\$____
Postage and handling		\$ 1.00
Total enclosed		\$____

Holiday Greeting Cards

____ Packages of 25 cards @ \$16.00	Sunset____ or Dunlin____	\$____
	plus sales tax of \$1.10 per package	\$____
Cost of imprinting for any quantity		\$ 10.00
Postage and handling for greeting cards		\$ 2.00
Total enclosed		\$____

Please imprint "Season's Greetings" and the following name(s):

Ordered By:

Name _____

Address _____

*California Alumni Association -
Awards Recognition Dinner October 6, 1995*

—EXCELLENCE IN SERVICE AWARD—

JANICE RIVERS KITTREDGE came to Cal in February of 1944, during World War II. Enrollment was low on campus, and classes were held year-round. There was plenty to do, fewer people to do it, and Janice was one of those who did a lot. She immediately joined the staff of the Blue & Gold, which she served as editor in her senior year. She also chaired the Elections Committee, set records for selling student body cards, and was a member of the ASUC finance committee (back when the students could, and did, fire the football coach). Janice was elected permanent class secretary, a job she performs with enthusiasm to this day. She has written four decades



worth of class notes for *California Monthly*, helped arrange all the class reunions (which began in 1957), and writes and publishes a periodic newsletter as a member of the War Classes Gift Committee. (These classes have banded together to provide a new Memorial Glade just north of Doe Library.) Right after her graduation in 1947, Janice became active in the alumnae groups of two of her undergraduate honor societies, Mortar Board and Prytanean. She became president of the former and

has been a board member of Prytanean Alumnae on and off for many years. In 1960, President Clark Kerr's wife Kay founded the Alumnae Hostess Committee and recruited Janice for what turned into a 30-year volunteer chairmanship of the group, which helped acquaint international visitors, including scholars and VIPS, with the campus. Four years later, Mrs. Kerr, a founder of the Save San Francisco Bay Association, asked Janice to be the first staff member of the citizens' group. This began part time and became full time as the organization grew from 5,000 members to nearly 24,000 today.

Program



A CELEBRATION OF JANICE KITTREDGE'S 34 YEARS OF SERVICE
TO SAVE THE BAY

SEPTEMBER 17, 1998
1450 HAWTHORNE TERRACE, BERKELEY, CALIFORNIA

NANCY WAKEMAN, PRESIDENT OF THE BOARD
Opening Remarks

SYLVIA McLAUGHLIN, CO-FOUNDER
Remarks

BARRY NELSON, SENIOR FELLOW
Presentation of Plaque

DAVID LEWIS, EXECUTIVE DIRECTOR
Announcement of Janice Kittredge Volunteer Award

MARCIA SLACKMAN, DEVELOPMENT DIRECTOR
Presentation of Gift from Save The Bay

AMY HUTZEL, EDUCATION COORDINATOR
Special Announcement

FRANCES CAPELLE, VOLUNTEER
Remarks

AUDIENCE COMMENTS



Save The Bay Honors Janice Kittredge's 34 Years of Service

On September 17th, over 60 Save The Bay friends, associates, and family members came together to honor Save The Bay's longest serving employee, Janice Kittredge. This fall, Janice who is known for her untiring energy, retired after 34 years of service, due to a serious lung disease which keeps her connected to oxygen 24 hours a day.

Speakers told humorous stories and gave glowing testimony about Janice, whose enduring dedication to Save The Bay and amazing strength has left a legacy of admirers. The host of the event, Save The Bay founder and Board member Sylvia

McLaughlin, said that she greatly admired Janice, marveling at her meticulous management of the card file membership system, which was used prior to computerization. Others spoke of Janice's readiness to always help others, her recruitment of

volunteers (some of who have remained with Save The Bay for almost as long as Janice!) and her uncanny memory. Janice was recognized as the walking history and backbone of Save The Bay, who kept a watchful eye on the day-to-day business of running the organization while always taking the time to be friendly to members and business vendors. Many Save The Bay volunteers, members, and several vendors, including Siemon's Mailing Service and Metropolitan Life Insurance Company, attended the event.



Save The Bay's Board and staff presented Janice with a plaque, a painting of the Bay, and a miniature canoe. Amy Hutzel, Save The Bay's Education Coordinator, announced that a canoe in the Canoes in Sloughs fleet would be named in Janice's honor.

Janice thoroughly enjoyed the party, stating "it was wonderful, I was overcome by all the people who spoke and the many nice things they said."

Although she is confined to her home, Janice welcomes contact from friends. Write or call her: at: 1111 Grizzly Peak Blvd., Berkeley, CA 94710. (510) 843-9927.

You Can Create A Legacy for San Francisco Bay . . .

From time to time, we receive a bequest from a long-time member of Save The Bay, a former member or a friend. We are grateful for these gifts, and wish we could have thanked the donors personally.

Bequests and other planned gifts to Save The Bay are an excellent way to protect the Bay for this and future generations.

A bequest can be in the form of cash, securities, a portion of your estate, or other assets. Free financial consultation is available through referral from Save The Bay, or you can seek the advice of a trusted financial advisor. For a copy of an informative brochure, *Leave a Legacy*, please contact Marcia Slackman, Save The Bay's Development Director at 510/452-9261, ext. 110.

Winter 1998



Canoes Dedicated to David Allen and Janice Kittredge

David Allen, a long-time champion sailor, knew the Bay intimately. He was a founding member of Save The Bay, and supported the organization for more than thirty years. Mr. Allen had a real passion for the Bay. In a letter to Save The Bay, he wrote, "The San Francisco Bay is so unique in its beauty and situation, we all need constant vigilance to protect and improve it."

The Allen family honored David Allen's memory with a major gift to Save The Bay's Watershed Education Program, *Canoes in Sloughs*. On July 3, 1999, David Allen's son, Jim, his niece, Tahara, his son-in-law, Jeremy, and his grandson, Max, joined Save The Bay staff for the dedication. Speaking of what the Bay had meant to his father, Jim said, "The Bay was his playground, yet something of a challenge at the same time." He added, "My father was appreciative of the economic values of the Bay and recognized that its health was integral to its value." After the dedication, the family embarked on a canoe trip on the Petaluma River. Thanks to the Allen family's gift, and those of many other supporters, Save The Bay is able to share the wonders of the Bay with thousands of students throughout the year.



Members of David Allen's family

APPENDIX B5
Janice Kittredge served Save The Bay as an employee for 34 years. She passed away in February 1999, three months after a celebration was held at the home of Sylvia McLaughlin to honor her. Her personal relationship with so many of our members made her a very special member of Save The Bay, and her commitment to do whatever it took to get a job done made an impression on everyone who knew her. A deluge of gifts in her memory was offered to Save The Bay's *Canoes in Sloughs*, a program Janice was thrilled with because she felt strongly about the need for children to learn about and appreciate the Bay.

Attending the canoe dedication on August 3 was Janice's husband, Craig, her sisters, Gail Rivers and Lois Breton, her two daughters, Gina Lawrence and Lisa Barsotti, and her two grandchildren, Allison and Amanda. Craig said, "Janice would have been very pleased with it, and that's the most important thing."

Take a Trip to Mexico's Copper Canyon and Sea of Cortez

The extraordinary treasures of northern Mexico's Copper Canyon and the Sea of Cortez are surprisingly close. And where else can you sail among a thousand dolphins and witness playful sea lions and brilliantly colored fish, exotic seabirds, and flowering cacti, while exploring uninhabited desert islands and taking a breathtaking ride to the rim of one of the world's greatest canyons — all in one week?

On March 26, 2000, Save The Bay is teaming up with the Oakland Museum for an unforgettable trip aboard Special Expeditions' naturalist expedition ship to this enchanting and unique part of Mexico. Twenty-two Save The Bay members have taken this exciting voyage, and now we are offering it again.

Reservations are limited, so sign up soon (members have received a brochure) or contact Development Director Marcia Slackman to have one sent to you at (510) 452-9261, ext. 105.

A SERVICE TO THE GLORY OF GOD
AND IN CELEBRATION FOR THE LIFE OF
JANICE KITTREDGE

MARCH 30, 1926 ~ ~ FEBRUARY 2, 1999

✢ ✢ ✢

FEBRUARY 18, 1999
7:00 P.M.

ORDER FOR THE BURIAL OF THE DEAD, RITE I

PRELUDE

PROCESSIONAL HYMN 562

St. Gertrude

The congregation stands as the Procession enters the church.

THE ANTHEMS

BOOK OF COMMON PRAYER, Page 469

Celebrant: The Lord be with you.

People: And with thy spirit.

Celebrant: Let us pray.

Memorial Service for Janice - February 18, 1999
Good evening.

It's quite a challenge to adequately
briefly describe Janice's 34 years with
Save the Bay.

By way of an introduction, I'll mention
some early Save the Bay history. As with many
citizen organizations, Save the Bay's first efforts
took place in the living rooms, kitchens & bedrooms
of the 3 founders. We early on decided that
a young man who worked in Emeryville²
& took daily swims in the Bay would be President,
Kay Kerr would be Vice-President & do the writing,
Esther Gulick would be the Treasurer, keep the books
& attend to membership records & I would
be Secretary, taking notes & minutes & doing whatever
else was necessary such as speaking at hearings,
going to Bay-related meetings & so on. This was 1961 &
all worked well until 1964 when Esther & her husband
Charles took off for a 6 month sabbatical in Austria.

I then tried to cope with some of the 3. things Esther had been doing. The mythology was that some of Save the Bay's records & various unanswered letters were under my bed. This of course was totally or almost totally untrue.

Maggie Johnston was then working as social secretary for Kay Kex whose husband Clark was U.C. President. Maggie had known Janice thro' Pygmaean, a U.C. women's honor society. She had recruited Janice in 1960 to help with the Alumni Hostess Committee, a volunteer group 4. founded by Kay to provide foreign visitors with home hospitality & tours of the campus.

To help save Save the Bay, Maggie suggested to Kay that Janice might be willing to work for Save the Bay in addition to her volunteering for the Hostess Committee. Kay immediately hired Janice, who of course got everything back on track. She recruited volunteers to help her, devised a multi-color system of 3x5 cards in shoeboxes to

record memberships, attended to banking donations, sent thank you notes & also took over writing the minutes for our monthly Board meetings.

Janice, from then on ^{until last February} signed the minutes as "Secretary Pro Tem". This always bothered me. It sounded like a temporary position. It just didn't seem right. I felt she should have had a more splendid sounding title such as Executive Secretary, Administrative Secretary or General Manager.

Over the years, Janice did so many 6. things for Save the Bay & other organizations that I've jotted down a few other descriptive titles which I hope will indicate her leadership qualities & her willingness to cheerfully do whatever was needed. As a wife a mother, Cal alumna on numerous committees & Save the Bay employee, she successfully juggled many activities. Some of these were: Campfire Girl leader, Chair of ^{the} HLC Hostess Committee, Coordinator of STB volunteers ^{who were} doing membership renewals

from their homes; Pythanean Board member 4 ⁷
 participant on numerous Pythanean committees; Merchandising
 assistant for her sister in San Francisco; Secretary
 of UC's wartime class of 1947, Class banner carrier for
 Charter Days, Commencements • Conventions • Class Reunion
 committee person; ^{breathe!} Save the Bay bus trip organizer for the
 1969 Sacramento hearings on the Save the Bay bill to
 make BCDC a permanent State regulatory agency; ^{breathe}
 Keeper of Save the Bay's archives; Exhibitor par excellence
 at expos, events & conferences; Overseer of the volunteers
 doing office work; chief hostess at luncheons ⁸
~~honoring~~ ^{these} volunteers; Office manager & financial
 administrator; Save the Bay's driver & delivery person;
 Mover, at least 8 times, of office supplies & records from
 one small office to another; Coordinator & caterer
 for Board meeting dinners; Administrative director
 & finally, Historical raconteur.

I'm pleased to announce that in December
 Janice completed her Oral History for the Bancroft
 Library. Mela Chalk, who in 1988 interviewed

the 3 ladies, also ^{recently} interviewed Janice. As many of us know, Janice had a remarkable memory & was an encyclopedic resource of information. When anyone needed to know something, the reply would often be, "Ask Janice". Her mind was a veritable catalogue of our members' names & associated dates.

In reading her Dear History, I relived many of the experiences we had had together. Commenting on her role during Save the Bay's last few years of turmoil & transition, 10. Janice said, "I tried to help keep people happy. She certainly always did in so many ways.

Save the Bay was fortunate to have, for 34 years, Janice's seemingly limitless qualities of energy, leadership & dedication. She was a wonderful friend & will be greatly missed by all those whose lives she touched.

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Malca Chall

Graduated from Reed College in 1942 with a B.A. degree, and from the State University of Iowa in 1943 with an M.A. degree in Political Science.

Wage Rate Analyst with the Twelfth Regional War Labor Board, 1943-1945, specializing in agriculture and services. Research and writing in the New York public relations firm of Edward L. Bernays, 1946-1947, and research and statistics for the Oakland Area Community Chest and Council of Social Agencies, 1948-1951.

Active in community affairs as director and past president of the League of Women Voters of the Hayward area specializing in state and local government; on county-wide committees in the field of mental health; on election campaign committees for school tax and bond measures, and candidates for school board and state legislature.

Employed in 1967 by the Regional Oral History Office interviewing in fields of agriculture and water resources. Also director, Suffragists Project, California Women Political Leaders Project, Land-Use Planning Project, the Kaiser Permanente Medical Care Program Project, and the Central Valley Project Improvement Act.

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